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ABSTRACT

This report details a study of trends in the salaries of Chief Executive Officers (CEOs) and other personnel at member agencies of the Child Welfare League of America (CWLA). Responding to the study's mail survey were 437 out of 977 CEOs (44.7 percent) and 337 out of 825 CWLA member agencies (40.8 percent). The bulk of the report is comprised of tables and reports of findings. Most of the tables delineate salaries by agency type, with CEO salaries also delineated by CWLA membership region, selected states, agency income, educational level, gender, and race. The positions of child protective services workers, by degree earned, have been added to the 1999 study, and the positions of other direct service practitioners are broken out as such, also by degree earned. Vacancy, turnover, and cuts rates are reported for member agencies overall and child protective services workers. Findings indicate that CEOs of voluntary child welfare agencies had a median salary of $86,700, an increase of 10.1 percent from 1997. Eighty-five percent of CEOs were Caucasian, but the average salary of non-Caucasian CEOs was higher. Assistant executive directors had a salary increase of 1.5 percent, the smallest increase since the salary study began in 1981. Four full-time position categories in voluntary agencies (directors of major programs, residential education directors, lead teachers in a day care center, and research staff with a doctorate) had median salaries that decreased between 1997 and 1999. On average, persons who install and repair telephones earned more than supervisors of child welfare agencies, education day care directors, all child protective and other direct service practitioners, day care teachers, and residential child care workers. (EV)

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1999 Salary Study

Child Welfare League of America

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1999 Salary Study
Child Welfare League of America

Laura Feagans

CWLA Press • Washington, DC

The Child Welfare League of America (CWLA), the nation's oldest and largest membership-based child welfare organization, is committed to engaging all Americans in promoting the well-being of children and protecting every child from harm.

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Figure 1. Agency Type (N=337)

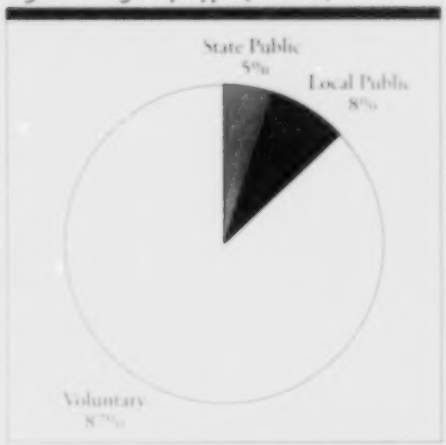


Figure 2. Accreditation Status (N=310)

The *1999 Salary Study* continues CWLA's efforts to track and report employee compensation trends among its member agencies in the United States. Of the 977 member agency CEOs[1] who were asked to participate, 437 (44.7%) responded. Of the 825 CWLA member agencies providing direct services to children and their families who were asked to participate, 337 (40.8%) responded. For the CEOs, the respondents included 22 state public agencies (state departments of child welfare), 38 local public agencies (county or city departments of child welfare), 331 voluntary agencies (private nonprofit service providers), and 46 supporting advocates. For the agencies providing direct services to children and families, the respondents included 18 state public agencies, 27 local public agencies, and 292 voluntary agencies (figure 1). There was at least one respondent from 46 of the 50 United States plus the District of Columbia. No response was received from agencies within Montana, South Dakota, Utah, and Vermont. A breakdown of CWLA's membership by type of agency accreditation status is provided in figure 2.

The data represent 94,992 full-time salaries as of January 1, 1999.[2] Member agencies provided services to an average of 5,412 children in the previous 12 months. The smallest voluntary agency responding had one full-time staff member and an annual budget of $278,000. The largest voluntary agency had 1,548 full-time staff members and an annual budget of $69,450,000.

The positions of Child Protective Services (CPS) Workers, by degree earned, have been added to the *1999 Salary Study*. The positions of Other Direct Service Practitioners are broken out as such, also by degree earned. Vacancy, turnover, and cuts rates are reported for member agencies overall and CPS workers. Although previous editions of the *Salary Study* included vacancy, turnover, and cuts rates for all positions, these figures were omitted from

1. Includes Chief Executive Officers, Executive Directors, Presidents, or Commissioners responsible for the overall direction and administration of the organization.

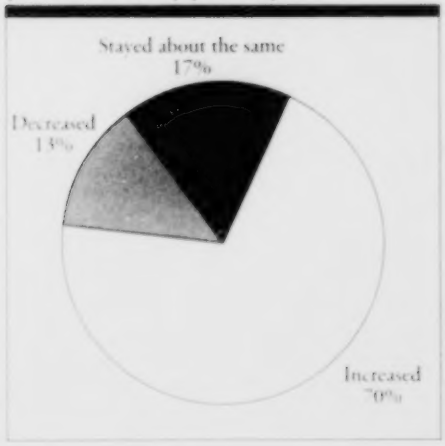
2. The survey was sent to CWLA agencies in the winter of 1999. Agencies were asked to report salary information as of January 1, 1999.

this edition for simplification purposes. CWLA will resume collecting these figures for publication in subsequent editions.

Highlights

- The CEOs of voluntary child welfare agencies had a median salary of $86,700, an increase of 10.1% from 1997. This was a much higher increase than the 5.1% reported between 1995 and 1997.
- Eighty-five percent of Chief Executive Officers of child welfare agencies were Caucasian, 10% were African American, and 5% were of other ethnicities (including Latino, Asian/Pacific Islander, American Indians, and Other). The average salary of non-Caucasion CEOs ($95,745) was higher than the average salary of Caucasion CEOs ($85,000).
- Assistant Executive Directors had a median salary of $65,000, an increase of only 1.5% from 1997. This represented their smallest percentage increase since CWLA began conducting salary studies in 1981.
- Four full-time position categories in voluntary agencies (Directors of Major Programs, Residential Education Directors, Lead Teachers in a Day Care Center, and Research Staff with a Doctorate) had median salaries that actually decreased between 1997 and 1999.
- Teachers in a Day Care Center had the largest percentage increase in salary (21.5%) between 1997 and 1999, while Research Staff with a Doctorate had the greatest percent decrease in salary (-15.2%). This is in direct opposition to trends outlined in the *1997 Salary Study*, in which Teachers in a Day Care Center had the greatest losses in salary and Research Staff with a Doctorate had the greatest gains.
- On average, persons who install and/or repair telephones earned more than Supervisors of Child Welfare Agencies, Education Day Care Directors, all CPS and Other Direct Service Practitioners, as well as Teachers in a Day Care Center and Residential Child Care Workers.

Figure 3. Agency Gains/Declines in the Number of Full-Time Employees (1/1/94–1/1/99) (N=329)



- Within state public agencies, turnover rates for Child Protective Service Workers were greater than turnover rates for staff overall (22% vs. 15%, respectively). Vacancy and turnover rates continued to increase for all types of agencies over the years.
- Results of this and CWLA's four previous *Salary Studies* demonstrate that, on average, salaries were higher in the public than in the voluntary sector. Turnover, Vacancy, and Cuts rates were greatest among voluntary service providers.
- Seventy percent of responding agencies reported increases in the number of full-time employees over the past five years. The number of full-time positions over the past year have also increased. An overview of agency gains/declines in the number of full-time employee over the past five years is provided in figure 3.

Findings

It should be emphasized that the figures in this report represent what many full-time administrators and direct service practitioners in the field of child welfare earn, not what they should earn. The results should not be used merely as a guide for setting salaries, but as a tool for achieving better salaries for all those who provide critical, yet undervalued services to children and their families.

CEO Salaries

The median annual base salary for the CEOs of 331 voluntary agencies was $86,700, an increase of 10.1% from 1997. The Consumer Price Index for All Urban Consumers (CPI-U) increased 1.7% in 1997 and 1.6% in 1998. This meant that to break even, the average wage earner required a salary increase of approximately 3.3% for the two years combined.

Despite this increase, the median salaries of CEOs of child welfare agencies remain substantially lower than most of the salaries of CEOs from comparable nonprofit organizations (see table 2, pp. 29–30). Drawing upon data from previous CWLA salary studies, 1999 median salaries were compared to 1981 median salaries adjusted for inflation and expressed

as 1999 equivalent dollars. The median salary of $36,300 for the CEOs of voluntary agencies in 1981 would be worth $68,414 in 1999 dollars, well below the 1999 actual median salary of $86,700 (see figure 5, p. 36).

Among the voluntary agencies, CEO salaries tended to be highest in the mid-Atlantic states and lowest in the southern states. Salaries were highest among agencies with the largest income. When entered into a statistical model designed to identify predictors of annual base salary, agency income, highest degree earned, and years as a professional in child welfare were found to be significant (see table 10, p. 38). On average, a CEO's annual base salary increased approximately $6,363 for every $2 million in agency income, approximately $10,351 for each degree earned, and approximately $340 for every year of experience as a professional in the field of child welfare. Although male CEOs earned more than female CEOs and minority CEOs more than Caucasion CEOs, the differences were not significant in the above model.[3]

Of the CEOs responding, 56% were male and 44% were female. Eighty-five percent were Caucasian, 10% African American, 2% Latino, 1% Asian/Pacific Islander, 1% Native American, and 1% of other ethnicities. Seventy-eight percent of the CEOs had earned a master's degree, 12% had earned a doctorate, 9% had earned a bachelor's degree, and 1% had no college degree. The median age of the responding CEOs was 51 years; the median years of experience as a professional in child welfare was 25.

Other Position Salaries

Over half of the salaries in the voluntary agencies did better than the 3.3% inflation rate between 1997 and 1999. Out of 17 full-time position categories (not including the new categories of CPS Workers) in the U.S. voluntary agencies, ten (59%) had increases greater than 3.3% while seven had increases less than 3.3% (see table 1, pp. 22–28). Four positions—Directors of Major Programs, Residential Education Directors, Lead Teachers in a

3. Statistical models are used to identify significant trends in the aggregate data and should not be used to predict the salary of any individual CEO.

Day Care Center, and Research Staff with a Doctorate—had a net salary loss between 1997 and 1999. Between 1995 and 1997, only one position—Teachers in a Day Care Center—had a net loss.

The largest salary increase (21.5%) was for Teachers in a Day Care Center, a position that demonstrated the greatest net salary loss in the *1997 Salary Study*. Conversely, the largest net decrease (-15.2%) was for Research Staff with a Doctorate, a position that had the greatest net increase in the *1997 Salary Study* (see table 2, pp. 29–30).

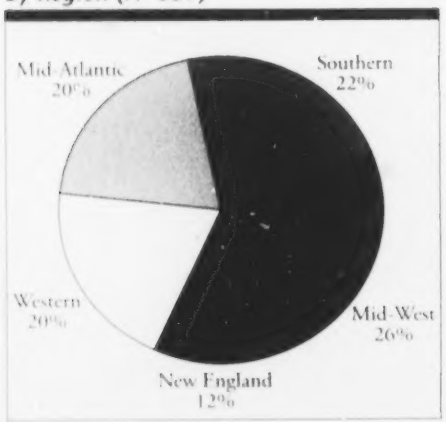
Salaries tended to be lowest in the southern parts of the country. As agency income increased, salaries tended to increase. In general, salaries were higher in the state and local public agencies than in the voluntary agencies.

The state public agencies had an overall vacancy rate of 6% (compared to 4% in 1997) and an overall turnover rate of 15% (compared to 9% in 1997). Local public agencies had an overall vacancy rate of 8% (compared to 4% in 1997) and an overall turnover rate of 10% (the same as in 1997). Voluntary agencies had an overall vacancy rate of 8% (the same rate as in 1997) and an overall turnover rate of 27% (compared to 22% in 1997) (see table 13, p. 42). These trends seem to indicate, as with previous *Salary Studies*, that turnover and vacancy rates among all types of agencies continue to increase over the years (see figure 2, p. 1).

Positions lost due to agency budget cuts were low (see table 13, p. 42) and appeared to be offset by increases in staffing, suggesting that the child welfare work force continues to expand. For example, 262 voluntary agencies had 37,062 full-time employees in 1999 compared to 33,657 one year earlier, an increase of 10.1%. In 1999, 276 voluntary agencies had 9,091 part-time employees as compared to 8,161 one year earlier, an increase of 11.4%. This continues a trend of expansion witnessed in both the *1995* and *1997 Salary Studies*.

Among U.S. voluntary agencies, the average percentage cost per full-time salary for fringe benefits was 22.0% in 1999, relatively stable from the 21.8% in 1997. About 47% of the respondents reported that the cost to the agency for providing fringe benefits had increased since the previous fiscal year. The cost of fringe benefits in state public agencies (30%) was higher than that of all other types of agencies (see table 14, p. 42).

Figure 4. CWLA Membership by Region (N=337)



Format

CWLA's *1999 Salary Study* begins with major trends in the data, followed by figures and data pertaining to CEOs, then salary tables for the remaining position categories. Where possible, salary data from voluntary agencies are reported for 1981 to 1999.

Most of the tables break down salaries by agency type: state public, local public, voluntary, and supporting advocate[1] (CEO tables only). State public agencies are the departments of state governments responsible for child welfare services. Local public agencies are the departments of county or city governments responsible for child welfare services. Voluntary agencies are private, nonprofit service providers.

Salaries

CEO salaries are broken down by agency type, CWLA membership region, selected states, agency income, highest academic degree earned, gender, and race.[2]

Salaries for the remaining 20 positions are broken down by agency type. For state public and local public agencies, salaries are broken down by CWLA membership region. For voluntary agencies, salaries are broken down by CWLA membership region, selected states, and agency income. Some positions cannot be broken down by agency type if the *n* (the number of salaries reported for a particular category) is too small.

CWLA Regions

CWLA's membership is organized into five geographic regions. Figure 4 depicts the percentage of members responding from each region.

1. Supporting advocates are CWLA member organizations that do not provide direct services to children; they include planning councils, federations, schools of social work, advocacy groups, community and educational organizations, unions, foundations, and corporations (included in CEO tables only).
2. Caucasian/Other

The *Mid-Atlantic* CWLA membership region includes Delaware, Maryland, New Jersey, New York, and Pennsylvania. The District of Columbia is also included in this region.

The *Mid-West* CWLA membership region includes Illinois, Indiana, Iowa, Kansas, Michigan, Minnesota, Missouri, Nebraska, Ohio, and Wisconsin.

The *New England* CWLA membership region includes Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, and Vermont.

The *Southern* CWLA membership region includes Alabama, Arkansas, Florida, Georgia, Kentucky, Louisiana, Mississippi, North Carolina, Oklahoma, South Carolina, Tennessee, Texas, Virginia, and West Virginia.

The *Western* CWLA membership region includes Alaska, Arizona, California, Colorado, Hawaii, Idaho, Montana, Nevada, New Mexico, North Dakota, Oregon, South Dakota, Utah, Washington, and Wyoming.

Salary Weighting

Salaries were weighted by the number of salaries reported for each position. Although weighting the salaries by the number of positions reported may bias the analysis in favor of large agencies, not weighting the salaries would bias the analysis severely in the opposite direction. Bias is tempered by reporting both median salaries and average salaries, average salaries being more influenced by extreme values. It was not necessary to weight salaries for the position of CEO because there was only one position per agency. Weighting and missing data cause the *N* for each analysis to vary greatly. When the number of salaries in a particular category come from a one agency, the statistics produced are not meaningful. These instances are denoted by an asterisk (*).

Salary Table Statistics

Most tables provide the following statistics: number of salaries reported, mean salary, median salary, standard deviation, standard error, minimum salary, maximum salary, and 95th percentile confidence interval for the mean.

- The *mean* represents the average or typical case—the sum of the salaries divided by the number of salaries.
- The *median* is the 50th percentile, the point where half the salaries are higher, half lower.
- The *standard deviation* is a common measure of dispersion or variability. The smaller the standard deviation, the more homogenous the data.
- The *standard error* is an estimate of the standard deviation of the population from which the data were drawn. The smaller the standard error, the greater the probability that the respondent data represent all the subjects who were asked to participate in the study.
- The *minimum* is the lowest reported salary and the *maximum* is the highest.
- The *95th percentile confidence interval for the mean* measures the probability that the respondent data represent all the subjects who were asked to participate in the study. There is a 95% chance that the population mean falls between the lowest salary and the highest salary indicated. The smaller the interval, the more confidence in the data.

  Because of the way the data are collected and weighted by number of positions, summary statistics cannot be calculated when all salaries are derived from a single agency.

  CPS workers have a separate table for vacancy, turnover, and cuts rates. The third, fourth, and fifth columns in this table represent agency averages. The seventh, eighth, and ninth columns represent agency averages weighted by the total number of positions reported.
- *Vacancy rate* is the number of unfilled full-time positions in any given position category divided by the number of full-time positions in that category.
- *Turnover rate* is the number of people who left, for any reason, a full-time position in the past 12 months in any given position category divided by the number of full-time positions in that category.

- *Cuts rate* is the number of people who left a full-time position because of agency budget cuts in the past 12 months in any given position category divided by the number of full-time positions in that category.

Position Descriptions with Salary Table References

General Salary Tables and Figures

Figure 5. Changes in Median Salary for Selected Positions, 1981–1989 (in Constant 1999 Dollars)

Figure 6. Changes in Overall Turnover Rates, by Agency Type, 1991–1999 (as a Percent of Full-Time Employees)

Table 1. Median Salaries and Percentage Change for All Positions, 1981–1999 (U.S. Voluntary Agencies)

Table 2. Comparison of Median Annual Earnings of Child Welfare Workers (Voluntary Agencies) to Other Selected Positions

Salary & Benefit Tables for Chief Executive Officers

Chief Executive Officer (CEO)

(See Tables 3–12: The Executive Director, President,or Commissioner responsible for the overall direction and administration of the organization.

Figure 7. Gender of Responding CEOs

Figure 8. Race/Ethnicity of Responding CEOs

Figure 9. Highest Degree Earned by Responding CEOs

Figure 10. Primary Determinant of CEOs' Salary and Benefits Package

Table 3. CEO Annual Base Salary by CWLA Member Agency Type

Table 4. CEO Annual Base Salary by CWLA Member Region (Voluntary Agencies Only)

Table 5. CEO Annual Base Salary by Selected States (Voluntary Agencies Only)

Table 6. CEO Annual Base Salary by FY98 Agency Income (Voluntary Agencies Only)

Table 7. CEO Annual Base Salary by Highest Academic Degree Earned by CEO (Voluntary Agencies Only)

Table 8. CEO Annual Base Salary by Gender of CEO (Voluntary Agencies Only)

Table 9. CEO Annual Base Salary by Race of CEO (Voluntary Agencies Only)

Table 10. Predictors of CEO Annual Base Salary

Table 11. CEO Benefits (Voluntary Agencies Only)

Table 12. CEO Additional Benefits (Voluntary Agencies Only)

Salary Tables for All Other Positions

Table 13. Overall Vacancy, Turnover, and Cuts Rates by Type of Agency
Table 14. Current Cost Per Full-Time Employee for All Fringe Benefits Measured as a Percent of Salary by Type of Agency

Assistant, Associate, or Deputy Directors/Commissioners of State or Local Public Child Welfare Agencies

(See Tables 15–17): A professional employee with full responsibility for specific aspects of the agency's general operation who acts for the CEO in his/her absence.

Table 15. Assistant Executive Director Annual Base Salary by CWLA Member Agency Type
Table 16. Assistant Executive Director Annual Base Salary by CWLA Member Region (State Public Agencies Only)
Table 17. Assistant Executive Director Annual Base Salary by CWLA Member Region (Local Public Agencies Only)

Assistant, Associate, or Deputy Directors or Vice Presidents of Voluntary Child Welfare Agencies

(See Tables 18–20): A professional employee with full responsibility for specific aspects of the agency's general operation who acts for the CEO in his/her absence.

Table 18. Assistant Executive Director Annual Base Salary by CWLA Member Region (Voluntary Agencies Only)
Table 19. Assistant Executive Director Annual Base Salary by Selected States (Voluntary Agencies Only)
Table 20. Assistant Executive Director Annual Base Salary by FY98 Agency Income (Voluntary Agencies Only)

Directors of Major Programs/Districts

(See Tables 21–26): Persons responsible for administering major programs or major district offices of the agency.

Table 21. Director of Major Programs Annual Base Salary by CWLA Member Agency Type
Table 22. Director of Major Programs Annual Base Salary by CWLA Member Region (State Public Agencies Only)
Table 23. Director of Major Programs Annual Base Salary by CWLA Member Region (Local Public Agencies Only)

Table 24. Director of Major Programs Annual Base Salary by CWLA Member Region (Voluntary Agencies Only)
Table 25. Director of Major Programs Annual Base Salary by Selected States (Voluntary Agencies Only)
Table 26. Director of Major Programs Annual Base Salary by FY98 Agency Income (Voluntary Agencies Only)

Supervisors

(See Tables 27–32): Staff whose primary responsibility is the direction and/or supervision of direct service practitioners or students.

Table 27. Supervisors Annual Base Salary by CWLA Member Agency Type
Table 28. Supervisors Annual Base Salary by CWLA Member Region (State Public Agencies Only)
Table 29. Supervisors Annual Base Salary by CWLA Member Region (Local Public Agencies Only)
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Table 31. Supervisors Annual Base Salary by Selected States (Voluntary Agencies Only)
Table 32. Supervisors Annual Base Salary by FY98 Agency Income (Voluntary Agencies Only)

Child Protective Services (CPS) Workers

(See Tables 33): Staff whose primary responsibility is the investigation of child abuse and neglect.

Table 33. CPS Workers Vacancy and Turnover Rates

With M.S.W. Degree

(See Tables 34–39): Child Protective Service Workers with a graduate degree in social work.

Table 34. CPS Workers with M.S.W. Degree Annual Base Salary by CWLA Member Agency Type
Table 35. CPS Workers with M.S.W. Degree Annual Base Salary by CWLA Member Region (State Public Agencies Only)
Table 36. CPS Workers with M.S.W. Degree Annual Base Salary by CWLA Member Region (Local Public Agencies Only)
Table 37. CPS Workers with M.S.W. Degree Annual Base Salary by CWLA Member Region (Voluntary Agencies Only)

Table 38. CPS Workers with M.S.W. Degree Annual Base Salary by Selected States (Voluntary Agencies Only)
Table 39. CPS Workers with M.S.W. Degree Annual Base Salary by FY98 Agency Income (Voluntary Agencies Only)

With B.S.W. Degree

(See Tables 40–45): Child Protective Service Workers with a bachelor's degree in social work.

Table 40. CPS Workers with B.S.W. Degree Annual Base Salary by CWLA Member Agency Type
Table 41. CPS Workers with B.S.W. Degree Annual Base Salary by CWLA Member Region (State Public Agencies Only)
Table 42. CPS Workers with B.S.W. Degree Annual Base Salary by CWLA Member Region (Local Public Agencies Only)
Table 43. CPS Workers with B.S.W. Degree Annual Base Salary by CWLA Member Region (Voluntary Agencies Only)
Table 44. CPS Workers with B.S.W. Degree Annual Base Salary by Selected States (Voluntary Agencies Only)
Table 45. CPS Workers with B.S.W. Degree Annual Base Salary by FY98 Agency Income (Voluntary Agencies Only)

With Other Bachelor's Degree

(See Tables 46–51): Child Protective Service Workers with no social work education, but a bachelor's degree in another field.

Table 46. CPS Workers with Other Bachelor's Degree Annual Base Salary by CWLA Member Agency Type
Table 47. CPS Workers with Other Bachelor's Degree Annual Base Salary by CWLA Member Region (State Public Agencies Only)
Table 48. CPS Workers with Other Bachelor's Degree Annual Base Salary by CWLA Member Region (Local Public Agencies Only)
Table 49. CPS Workers with Other Bachelor's Degree Annual Base Salary by CWLA Member Region (Voluntary Agencies Only)
Table 50. CPS Workers with Other Bachelor's Degree Annual Base Salary by Selected States (Voluntary Agencies Only)
Table 51. CPS Workers with Other Bachelor's Degree Annual Base Salary by FY98 Agency Income (Voluntary Agencies Only)

Other Direct Service Practitioners

Staff (other than CPS Workers) who provide direct services to families and individuals (through casework, group work, or advocacy) or to other organizations (through consultation, education, or community organization).

With M.S.W. Degree

(See Tables 52–57): Practitioners with a graduate degree in social work.

Table 52. Other Direct Service Practitioners with M.S.W. Degree Annual Base Salary by CWLA Member Agency Type

Table 53. Other Direct Service Practitioners with M.S.W. Degree Annual Base Salary by CWLA Member Region (State Public Agencies Only)

Table 54. Other Direct Service Practitioners with M.S.W. Degree Annual Base Salary by CWLA Member Region (Local Public Agencies Only)

Table 55. Other Direct Service Practitioners with M.S.W. Degree Annual Base Salary by CWLA Member Region (Voluntary Agencies Only)

Table 56. Other Direct Service Practitioners with M.S.W. Degree Annual Base Salary by Selected States (Voluntary Agencies Only)

Table 57. Other Direct Service Practitioners with M.S.W. Degree Annual Base Salary by FY98 Agency Income (Voluntary Agencies Only)

With B.S.W. Degree

(See Tables 58–63): Practitioners with a bachelor's degree in social work.

Table 58. Other Direct Service Practitioners with B.S.W. Degree Annual Base Salary by CWLA Member Agency Type

Table 59. Other Direct Service Practitioners with B.S.W. Degree Annual Base Salary by CWLA Member Region (State Public Agencies Only)

Table 60. Other Direct Service Practitioners with B.S.W. Degree Annual Base Salary by CWLA Member Region (Local Public Agencies Only)

Table 61. Other Direct Service Practitioners with B.S.W. Degree Annual Base Salary by CWLA Member Region (Voluntary Agencies Only)

Table 62. Other Direct Service Practitioners with B.S.W. Degree Annual Base Salary by Selected States (Voluntary Agencies Only)

Table 63. Other Direct Service Practitioners with B.S.W. Degree Annual Base Salary by FY98 Agency Income (Voluntary Agencies Only)

With Other Bachelor's Degree

(See Tables 64–69) Practitioners with no social work education, but a bachelor's degree in another field.

Table 64. Other Direct Service Practitioners with Other Bachelor's Degree Annual Base Salary by CWLA Member Agency Type

Table 65. Other Direct Service Practitioners with Other Bachelor's Degree Annual Base Salary by CWLA Member Region (State Public Agencies Only)

Table 66. Other Direct Service Practitioners with Other Bachelor's Degree Annual Base Salary by CWLA Member Region (Local Public Agencies Only)

Table 67. Other Direct Service Practitioners with Other Bachelor's Degree Annual Base Salary by CWLA Member Region (Voluntary Agencies Only)

Table 68. Other Direct Service Practitioners with Other Bachelor's Degree Annual Base Salary by Selected States (Voluntary Agencies Only)

Table 69. Other Direct Service Practitioners with Other Bachelor's Degree Annual Base Salary by FY98 Agency Income (Voluntary Agencies Only)

Residential Group Care Personnel

Residential Supervisors

(See Tables 70–78) Staff responsible for the operation of a residential program or a unit of it and for supervision of the residential program child care staff.

Table 70. Residential Supervisors Annual Base Salary by CWLA Member Agency Type

Table 71. Residential Supervisors Annual Base Salary by CWLA Member Region (State Public Agencies Only)

Table 72. Residential Supervisors Annual Base Salary by CWLA Member Region (Local Public Agencies Only)

Table 73. Residential Supervisors Annual Base Salary by CWLA Member Region (Voluntary Agencies Only)

Table 74. Residential Supervisors Annual Base Salary by Selected States (Voluntary Agencies Only)

Table 75. Residential Supervisors Annual Base Salary by FY98 Agency Income (Voluntary Agencies Only)

Residential Child Care Workers

(See Tables 76–81): Staff, other than nurses, whose primary responsibility is the daily care and supervision of children living in a residential facility.

Table 76. Residential Child Care Workers Annual Base Salary by CWLA Member Agency Type

Table 77. Residential Child Care Workers Annual Base Salary by CWLA Member Region (State Public Agencies Only)

Table 78. Residential Child Care Workers Annual Base Salary by CWLA Member Region (Local Public Agencies Only)

Table 79. Residential Child Care Workers Annual Base Salary by CWLA Member Region (Voluntary Agencies Only)

Table 80. Residential Child Care Workers Annual Base Salary by Selected States (Voluntary Agencies Only)

Table 81. Residential Child Care Workers Annual Base Salary by FY98 Agency Income (Voluntary Agencies Only)

Residential Education Directors

(See Tables 82–87): Persons, other than the Chief Executive Officer, responsible for planning and administering the educational program of a residential center and supervising teachers.

Table 82. Residential Education Directors Annual Base Salary by CWLA Member Agency Type

Table 83. Residential Education Directors Annual Base Salary by CWLA Member Region (Voluntary Agencies Only)

Table 84. Residential Education Directors Annual Base Salary by Selected States (Voluntary Agencies Only)

Table 85. Residential Education Directors Annual Base Salary by FY98 Agency Income (Voluntary Agencies Only)

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Child Day Care Program Personnel

Education Directors in a Child Day Care Center

(See Tables 86–89): Persons responsible for program philosophy and curriculum and/or the supervision of teaching staff.

Table 86. Education Directors in a Child Day Care Center Annual Base Salary by CWLA Member Agency Type

Table 87. Education Directors in a Child Day Care Center Annual Base Salary by CWLA Member Region (Voluntary Agencies Only)

Table 88. Education Directors in a Child Day Care Center Annual Base Salary by Selected States (Voluntary Agencies Only)

Table 89. Education Directors in a Child Day Care Center Annual Base Salary by FY98 Agency Income (Voluntary Agencies Only)

Lead Teachers in a Child Day Care Center

(See Tables 90–93): Staff responsible for the daily program planning and activities for one or more assigned groups of children in the center and for supervision of assistant teachers and teacher aides.

Table 90. Lead Teachers in a Child Day Care Center Annual Base Salary by CWLA Member Agency Type

Table 91. Lead Teachers in a Child Day Care Center Annual Base Salary by CWLA Member Region (Voluntary Agencies Only)

Table 92. Lead Teachers in a Child Day Care Center Annual Base Salary by Selected States (Voluntary Agencies Only)

Table 93. Lead Teachers in a Child Day Care Center Annual Base Salary by FY98 Agency Income (Voluntary Agencies Only)

Teachers in a Child Day Care Center

(See Tables 94–97): Persons under the direction of Educational Director or Lead Teacher(s) responsible for implementing daily program activities for an assigned group of children in the center.

Table 94. Teachers in a Child Day Care Center Annual Base Salary by CWLA Member Agency Type

Table 95. Teachers in a Child Day Care Center Annual Base Salary by CWLA Member Region (Voluntary Agencies Only)

Table 96. Teachers in a Child Day Care Center Annual Base Salary by Selected States (Voluntary Agencies Only)

Table 97. Teachers in a Child Day Care Center Annual Base Salary by FY98 Agency Income (Voluntary Agencies Only)

Other Personnel

Research Staff (includes Management Information Systems, Quality Assurance, Quality Improvement, or Evaluation Staff) with Doctorate

(See Tables 98–101): Agency employees with a Ph.D. or other doctorate, responsible for the conducting of surveys, field experiments, program evaluations, and other data collection efforts.

Table 98. Research Staff with Doctorate Annual Base Salary by CWLA Member Agency Type

Table 99. Research Staff with Doctorate Annual Base Salary by CWLA Member Region (Voluntary Agencies Only)

Table 100. Research Staff with Doctorate Annual Base Salary by Selected States (Voluntary Agencies Only)

Table 101. Research Staff with Doctorate Annual Base Salary by FY98 Agency Income (Voluntary Agencies Only)

Research Staff without Doctorate

(See Tables 102–107): Agency employees without a doctorate, but responsible for the conducting of surveys, field experiments, program evaluations, and other data collection efforts.

Table 102. Research Staff without Doctorate Annual Base Salary by CWLA Member Agency Type

Table 103. Research Staff without Doctorate Annual Base Salary by CWLA Member Region (State Public Agencies Only)

Table 104. Research Staff without Doctorate Annual Base Salary by CWLA Member Region (Local Public Agencies Only)

Table 105. Research Staff without Doctorate Annual Base Salary by CWLA Member Region (Voluntary Agencies Only)

Table 106. Research Staff without Doctorate Annual Base Salary by Selected States (Voluntary Agencies Only)

Table 107. Research Staff without Doctorate Annual Base Salary by FY98 Agency Income (Voluntary Agencies Only)

Chief Financial Officer

(See Table: 108–111): Agency employee responsible for approving purchase requests, acquiring computer resources and office equipment, and implementing employee benefits.

Table 108. Chief Financial Officer Annual Base Salary by CWLA Member Agency Type
Table 109. Chief Financial Officer Annual Base Salary by CWLA Member Region (Voluntary Agencies Only)
Table 110. Chief Financial Officer Annual Base Salary by Selected States (Voluntary Agencies Only)
Table 111. Chief Financial Officer Annual Base Salary by FY98 Agency Income (Voluntary Agencies Only)

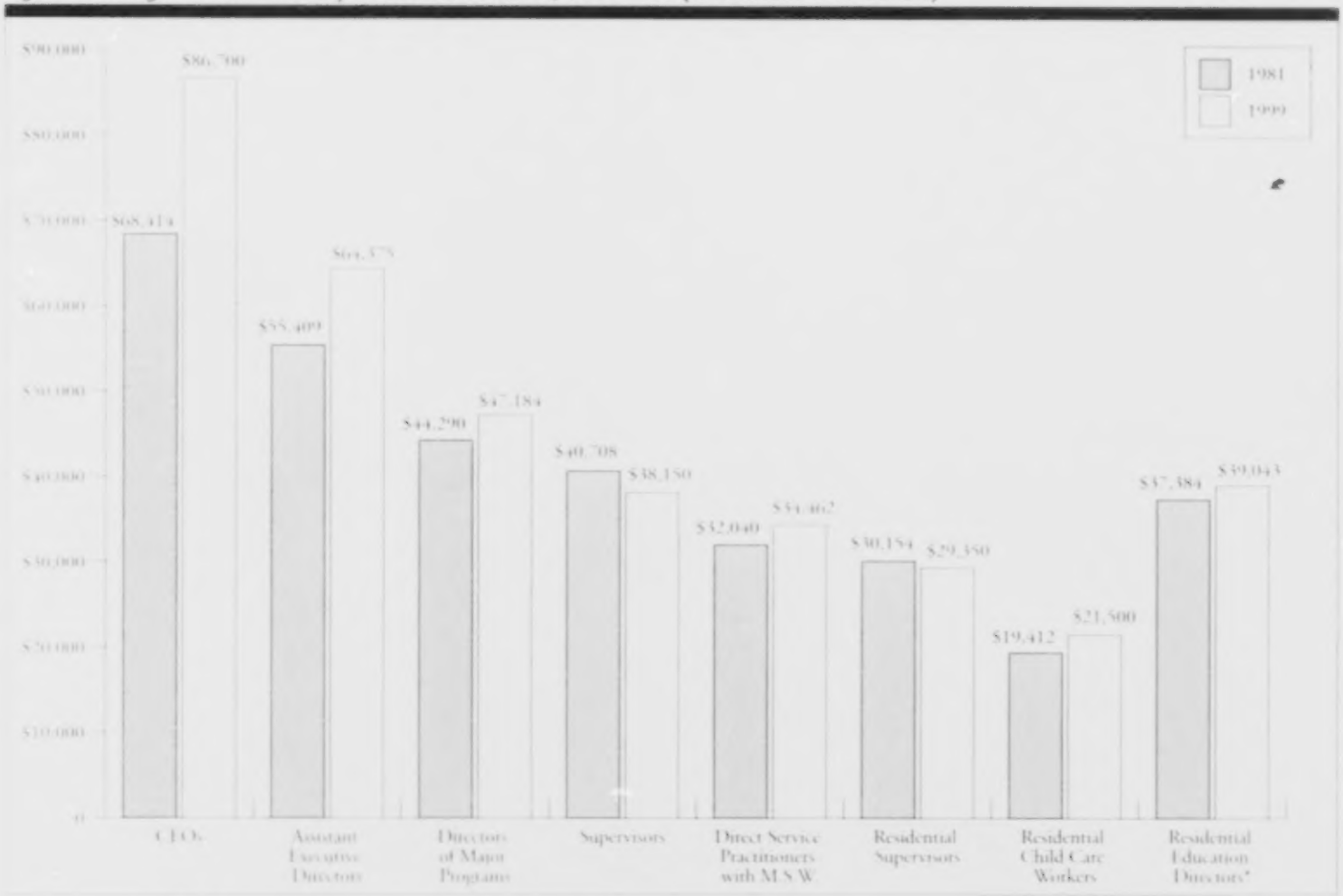
Director of Development

(See Tables 112–115): Agency employee responsible for all activities involved in acquiring and monitoring foundation grants, government grants, corporate donations, individual donations, capital campaigns, and donor acquisition and retention.

Table 112. Director of Development Annual Base Salary by CWLA Member Agency Type
Table 113. Director of Development Annual Base Salary by CWLA Member Region (Voluntary Agencies Only)
Table 114. Director of Development Annual Base Salary by Selected States (Voluntary Agencies Only)
Table 115. Director of Development Annual Base Salary by FY98 Agency Income (Voluntary Agencies Only)

General Salary Tables & Figures

Figure 5. Changes in Median Salary for Selected Positions, 1981–1999 (in Constant 1999 Dollars)



* 1981 and 1999 data used for Residential Education Directors.

Figure 6. Changes in Overall Turnover Rates, by Agency Type, 1991–1999 (as a Percent of Full-Time Employees)

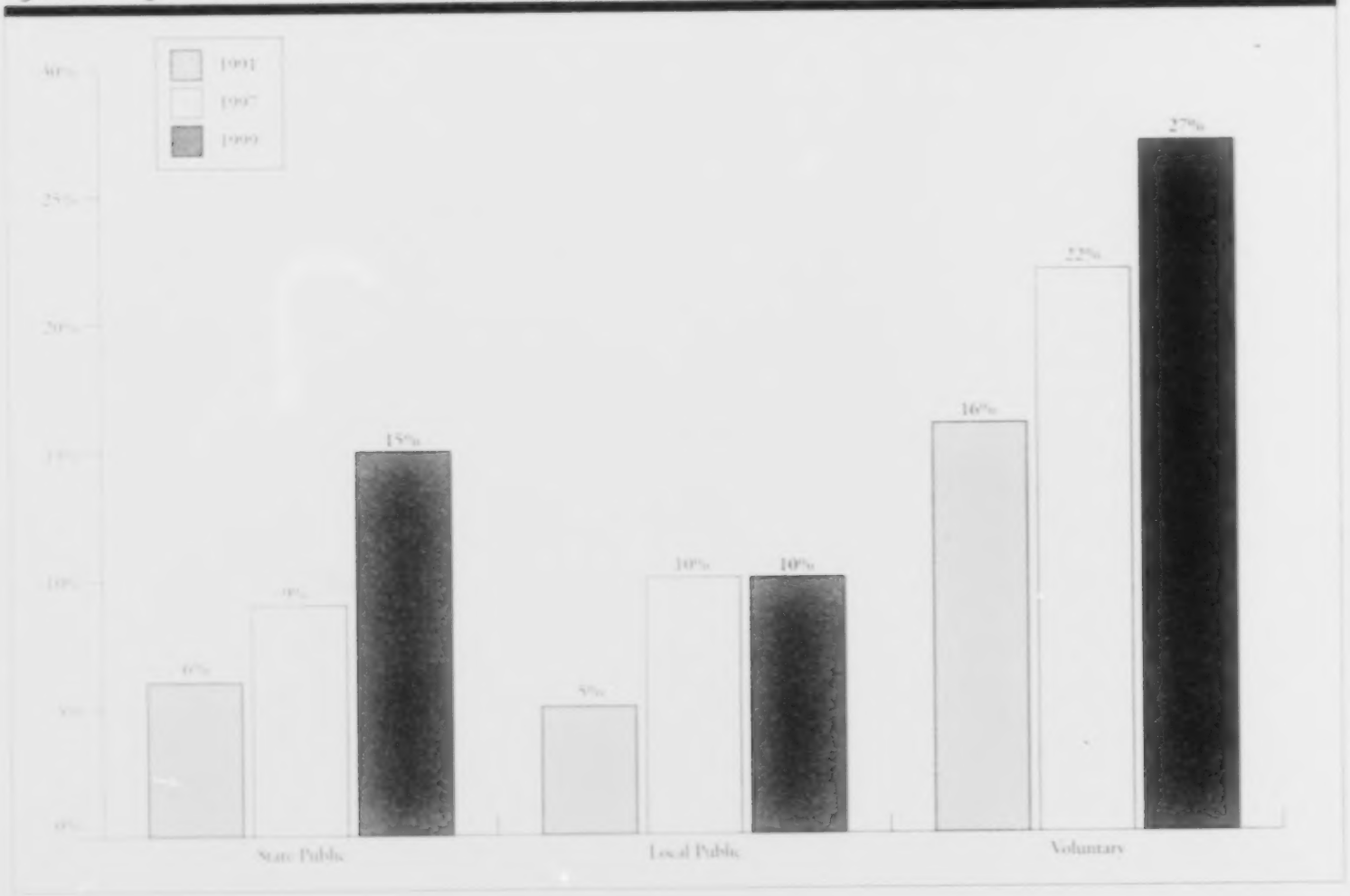


Table 1. Median Salaries and Percentage Change for All Positions, 1981–1999 (U.S. Voluntary Agencies)

Position and Year	Median Salary	% Change from Previous Two Years	Consumer Price Index for Previous Two Years
CEO			
1999	$86700	10.1	3.3
1997	78750	5.0	5.8
1995	75000	5.6	5.5
1993	71000	18.3	5.7
1991	60000	7.7	11.0
1989	55700	10.3	8.9
1987	50500	10.5	5.3
1985	45700	9.6	7.8
1983	41700	14.9	12.7
1981	36300	*	
Assistant Executive Directors			
1999	64375	0.6	3.3
1997	64013	16.4	5.8
1995	54974	4.7	5.5
1993	52500	5.7	5.7
1991	49667	9.2	11.0
1989	45500	18.5	8.9
1987	38400	2.7	5.3
1985	37400	8.4	7.8
1983	34500	17.3	12.7
1981	29400	*	

—continued

Table 1. Median Salaries and Percentage Change for All Positions, 1981–1999 (U.S. Voluntary Agencies)

Position and Year	Median Salary	% Change from Previous Two Years	Consumer Price Index for Previous Two Years
Directors of Major Programs			
1999	47184	-1.6	3.3
1997	47950	11.3	5.8
1995	43050	5.3	5.5
1993	40900	2.7	5.7
1991	39800	15.4	11.0
1989	34500	9.5	8.9
1987	31500	12.1	5.3
1985	28100	6.8	7.8
1983	25100	6.8	12.7
1981	23500	*	
Supervisors			
1999	38150	6.2	3.3
1997	35934	8.2	5.8
1995	33224	3.8	5.5
1993	32000	7.0	5.7
1991	29917	8.4	11.0
1989	27600	8.7	8.9
1987	25400	1.6	5.3
1985	25000	8.2	7.8
1983	23100	6.9	12.7
1981	21600	*	

Table 1. Median Salaries and Percentage Change for All Positions, 1981–1999 (U.S. Voluntary Agencies)

Position and Year	Median Salary	% Change from Previous Two Years	Consumer Price Index for Previous Two Years
CPS Workers with M.S.W. Degree			
1999	35000	*	3.3
CPS Workers with B.S.W. Degree			
1999	30500	*	3.3
CPS Workers with Other Bachelor's Degree			
1999	28050	*	3.3
Direct Service Practitioners with M.S.W. Degree			
1999*	34462	5.3	3.3
1997	32713	6.6	5.8
1995	30700	9.6	5.5
1993	28010	4.7	5.7
1991	26764	10.1	11.0
1989	24300	14.6	8.9
1987	21200	11.6	5.3
1985	19000	6.1	7.8
1983	17900	5.3	12.7
1981	17000	*	
Direct Service Practitioners with B.S.W. Degree			
1999*	27000	9.8	3.3
1997	24592	1.4	5.8
1995	24250	9.0	5.5
1993	22239	*	

* 1999 median refers to Other Direct Service Practitioners and does not include CPS Workers whose salaries were broken out separately.

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Table 1. Median Salaries and Percentage Change for All Positions, 1981–1999 (U.S. Voluntary Agencies)

Position and Year	Median Salary	% Change from Previous Two Years	Consumer Price Index for Previous Two Years
Direct Service Practitioners with Other Bachelor's Degree			
1999*	27000	2.7	3.3
1997	26293	8.1	5.8
1995	24327	9.1	5.5
1993	22293	*	
Residential Supervisors			
1999	29350	3.1	3.3
1997	28472	10.6	5.8
1995	25748	7.0	5.5
1993	24075	-5.8	5.7
1991	25562	20.0	11.0
1989	21300	14.5	8.9
1987	18600	6.3	5.3
1985	17500	1.7	7.8
1983	17200	7.5	12.7
1981	16000	*	

* 1999 median refers to Other Direct Service Practitioners and does not include CPS Workers, whose salaries were broken out separately.

65 continued

Table 1. Median Salaries and Percentage Change for All Positions, 1981–1999 (U.S. Voluntary Agencies)

Position and Year	Median Salary	% Change from Previous Two Years	Consumer Price Index for Previous Two Years
Residential Child Care Workers			
1999	21500	4.9	3.3
1997	20500	8.6	5.8
1995	18876	11.6	5.5
1993	16911	7.0	5.7
1991	15810	7.6	11.0
1989	14700	14.8	8.9
1987	12800	2.4	5.3
1985	12500	13.6	7.8
1983	11000	6.8	12.7
1981	10300	*	
Residential Education Directors			
1999	39043	-0.2	3.3
1997	39128	0.1	5.8
1995	39050	13.2	5.5
1993	34500	5.5	5.7
1991	32714	10.1	11.0
1989	29700	8.8	8.9
1987	27300	16.2	5.3
1985	23500	3.1	7.8
1983	22800	*	
Education Directors in Child Day Care Center			
1999	37109	12.9	3.3
1997	32868	3.6	5.8
1995	31725	*	

continued

Table 1. Median Salaries and Percentage Change for All Positions, 1981–1999 (U.S. Voluntary Agencies)

Position and Year	Median Salary	% Change from Previous Two Years	Consumer Price Index for Previous Two Years
Lead Teachers in a Child Day Care Center			
1999	22900	-1.8	3.3
1997	23325	2.2	5.8
1995	22822	*	5.5
Teachers in a Child Day Care Center			
1999	20108	21.3	3.3
1997	16556	-2.6	5.8
1995	17000	*	5.5
Research Staff with Doctorate			
1999	41450	15.2	3.3
1997	48870	22.4	5.8
1995	39915	0.2	5.5
1993	40000	*	
Research Staff without Doctorate			
1999	38098	5.8	3.3
1997	36000	9.1	5.8
1995	33000	3.1	5.5
1993	32000	*	
Chief Financial Officer			
1999	55000	10.9	3.3
1997	49600	4.8	5.8
1995	47347	7.6	5.5
1993	44000	*	

—continued

Table 1. Median Salaries and Percentage Change for All Positions, 1981–1999 (U.S. Voluntary Agencies)

Position and Year	Median Salary	% Change from Previous Two Years	Consumer Price Index for Previous Two Years
Director of Development			
1999	48000	4.6	3.3
1997	45894	4.9	5.8
1995	43750	9.4	5.5
1993	40000	*	

Table 2. Comparison of Median Annual Earnings of Child Welfare Workers (Voluntary Agencies) to Other Selected Positions

Position	Median Annual Income (1999)
Chief Executive Officers, Research/Scientific/Testing Organizations	$ 113250
Chief Executive Officers, Manufacturing Trade Associations[2]	112000
Chief Executive Officers, Health Care Trade Assocations[2]	89000
Chief Executive Officers, Child Welfare Agencies	**86700**
Chief Executive Officers, Education Providing Organizations[2]	84750
Assistant Executive Directors, Child Welfare Agencies	**64375**
Lawyers	62868
Physicians	60112
Engineers	51584
Directors of Major Programs	**47184**
Teachers, College and University	47164
Physical Therapists	47112
Administrators, Education and Related Fields	45604
Administrators and Officials, Public Administration	42796
Residential Education Directors	**39043**
Telephone Installers and Repairers	39000
Registered Nurses	38428
Firefighters	38168
Supervisors, Child Welfare Agencies	**38150**
Speech Therapists	37700
Managers, Medicine and Health	37232
Education Directors in a Child Day Care Center	**37109**

1. Child welfare positions and salaries reported in this study are in bold type. All other earnings are reported from the U.S. Bureau of Labor Statistics, Employment and Earnings, January 1999, except where otherwise noted.

2. Langer, S. (1998). *Compensation of Chief Executive Officers in Nonprofit Organizations* (11th ed.) Crete, IL: Abbot, Langer & Associates.

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Table 2. Comparison of Median Annual Earnings of Child Welfare Workers (Voluntary Agencies) to Other Selected Positions

Position	Median Annual Income (1999)
Counselors, Educational and Vocational	36140
Mail Carriers, Postal Service	35412
Psychologists	35308
CPS Workers with M.S.W. Degree	**35000**
Teachers, Except College and University	34892
Librarians	34580
Real Estate Sales	34476
Other Direct Service Practitioners with M.S.W. Degree	**34462**
Insurance Sales	32708
Clergy	30836
CPS Workers with B.S.W. Degree	**30500**
Residential Supervisors	**29350**
CPS Workers with Other Bachelor's Degree	**28050**
Other Direct Service Practitioners with B.S.W. Degree	**27000**
Other Direct Service Practitioners with Other Bachelor's Degree	**27000**
Health Technologists and Technicians	26104
Automobile Mechanics	25636
Licensed Practical Nurses	24596
Lead Teachers in a Child Day Care Center	**22900**
Secretaries	22412
Residential Child Care Workers	**21500**
Telephone Operators	20748
Teachers in a Child Day Care Center	**20108**
Teachers' Aides	15964

Salary & Benefit Tables for Chief Executive Officers

Demographics

Figure 7. Gender of Responding CEOs (N=431)

Figure 8. Race/Ethnicity of Responding CEOs (N=429)

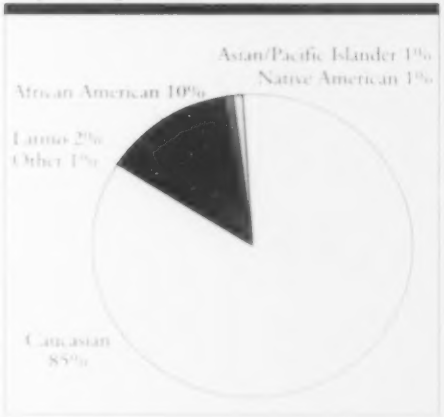


Figure 9. Highest Degree Earned by Responding CEOs (N=436)

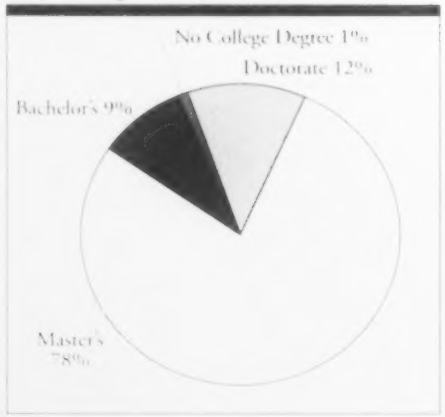
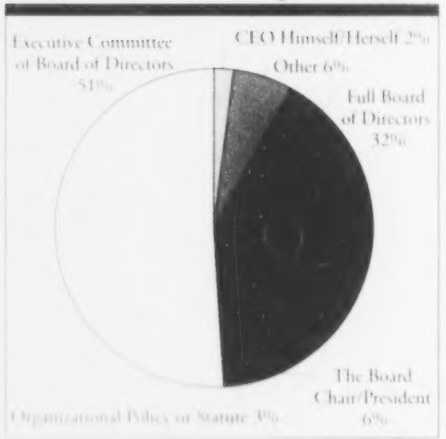


Figure 10. Primary Determinant of CEOs' Salary and Benefits Package (N=433)



Anticipated Retirement Year

1999–2005 (*N*=68): 34%
2006–2010 (*N*=64): 32%
2011–2015 (*N*=70): 34%

Age (years)

Responding: 319
Mean: 51.41
Median: 51.00
Minimum: 29
Maximum: 69

Years of Experience as a Professional in Child Welfare

Responding: 325
Mean: 23.53
Median: 25.00
Minimum: 0
Maximum: 48

Years as the CEO of This Agency

Responding: 331
Mean: 9.57
Median: 8.00
Minimum: 0
Maximum: 34

Chief Executive Officer (CEO)

The Executive Director, President, or Commissioner responsible for the overall direction and administration of the organization.

Table 3. CEO Annual Base Salary by CWLA Member Agency Type

Agency Type	Salaries	Mean	Median	Standard Deviation	Standard Error	Minimum	Maximum	95% Conf. Int. for Mean
State Public	21	88920	88000	18240	3980	49326	119000	80617 to 97222
Local Public	37	83958	81820	18949	3115	47400	133500	77640 to 90276
Voluntary	331	90377	86700	31768	1746	28000	250000	86942 to 93812
Supp. Adv.	45	61112	57000	21380	3187	30000	135000	54689 to 67535

Table 4. CEO Annual Base Salary by CWLA Member Region (Voluntary Agencies Only)

CWLA Region	Salaries	Mean	Median	Deviation	Standard Error	Standard Minimum	Maximum	95% Conf. Int. for Mean
Mid-Atlantic	68	103478	99900	33654	4081	55900	225000	95332 to 111624
Mid-West	86	92194	87625	29385	3169	28000	220000	85894 to 98494
New England	50	92763	93000	26148	3698	45000	164850	85332 to 100194
Southern	72	73725	72153	22204	2617	33000	156000	68508 to 78943
Western	55	90968	84000	39212	5287	34000	250000	80367 to 101568
Total	331	90377	86700	31768	1746	28000	250000	86942 to 93812

Table 5. CEO Annual Base Salary by Selected States (Voluntary Agencies Only)

State	Salaries	Mean	Median	Deviation	Standard Error	Standard Minimum	Maximum	95% Conf. Int. for Mean
Arizona	9	81563	76000	21991	7330	59537	125000	64659 to 98467
California	23	102357	90000	37099	7736	49368	204000	86314 to 118400
Connecticut	10	90570	79504	15469	4892	55500	112500	79504 to 101636
Florida	9	82797	80000	25852	8617	48381	130000	62925 to 102668
Georgia	10	72105	66403	33772	10680	35700	156000	47946 to 96263
Illinois	24	92068	89625	26628	5435	50000	150000	80825 to 103312
Massachusetts	31	97421	95735	27801	4993	47000	164850	87224 to 107619
Michigan	10	105850	99869	43483	13750	69000	220000	74744 to 136956
Missouri	11	88600	83333	21455	6469	51043	116478	74187 to 103014
New York	36	118816	113340	34358	5726	64210	225000	107191 to 130441
Ohio	16	94894	93712	30877	7719	28000	150000	78441 to 111347
Pennsylvania	19	83695	78000	25975	5959	55900	150000	71176 to 96215

Table 6. CEO Annual Base Salary by FY98 Agency Income (Voluntary Agencies Only)

Agency Income	Salaries	Mean	Median	Deviation	Standard Error	Standard Minimum	Maximum	95% Conf. Int. for Mean
$0-$1million	31	62981	55900	34738	6239	28000	225000	50239 to 75723
$1-2 million	38	68012	65000	18555	3010	39140	132000	61913 to 74110
$2-4 million	57	72354	72000	13472	1784	48000	115000	68779 to 75929
$4-6 million	55	91050	86700	20056	2704	61990	157500	85628 to 96472
$6-8 million	41	97251	95000	21677	3385	64210	164850	90409 to 104093
$8-10 million	27	98377	92423	23640	4549	57000	156000	89025 to 107728
$10-12 million	17	108887	100288	30412	7376	62085	185000	93250 to 124523
$12-14 million	14	108037	103500	14693	3927	82000	135000	99554 to 116521
$14-16 million	7	116856	120000	24679	9328	88000	159994	94032 to 139681
$16-18 million	5	124071	120000	28329	12669	92855	165000	88895 to 159247
Over $18 million	34	129470	118239	38223	6555	80294	250000	116133 to 142806
Total	326	90540	86768	31576	1749	28000	250000	87100 to 93981

Table 7. CEO Annual Base Salary by Highest Academic Degree Earned by CEO (Voluntary Agencies Only)

Degree	Salaries	Mean	Median	Deviation	Standard Error	Standard Minimum	Maximum	95% Conf. Int. for Mean
Bachelor's	29	78766	75790	26342	4892	40000	159994	68746 to 88786
Masters	263	89322	85200	30607	1887	28000	250000	85606 to 93038
Doctorate	38	107354	100000	37514	6086	35700	225000	95023 to 119685
Total	330	90471	86768	31771	1749	28000	250000	87030 to 93911

Table 8. CEO Annual Base Salary by Gender of CEO (Voluntary Agencies Only)

Gender	Salaries	Mean	Median	Deviation	Standard Error	Standard Minimum	Maximum	95% Conf. Int. for Mean
Female	143	84525	80000	30384	2541	28000	250000	79502 to 89548
Male	185	94580	90000	31589	2322	34000	225000	89998 to 99162
Total	328	90196	86000	31422	1735	28000	250000	86783 to 93609

Table 9. CEO Annual Base Salary by Race of CEO (Voluntary Agencies Only)

Race	Salaries	Mean	Median	Deviation	Standard Error	Standard Minimum	Maximum	95% Conf. Int. for Mean
Non-Caucasion	46	98859	95745	35543	5240	39140	250000	88304 to 109414
Caucasion	279	89110	85000	30379	1819	28000	225000	85530 to 92691
Total	325	90490	86700	31287	1735	28000	250000	87076 to 93904

Table 10. Predictors of CEO Annual Base Salary

Characteristic	*b* (coefficient)	Standard Error	ß	*T*	Significance
Agency Income	6363	463	.603	13.739	.000
Degree	10351	2810	.159	3.683	.000
Years as Professional in CW	340	145	.102	2.337	.020
(Constant)	19705	9135			

Notes: *N*=306; *F*=79.21; Adjusted R²=.435

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Table 11. CEO Benefits (Voluntary Agencies Only)

Benefits	Total Agencies Replying	CEO Received Benefit	Percent Received Benefit
Severance payment	322	118	35.6
Cash payment at severance or retirement for vacation days	329	269	81.7
Expense account	327	195	59.6
Private use of automobile	328	148	45.1
Full-time use of residence	329	16	4.9
Residence allowance	329	10	3.0
Agency sabbatical	328	30	9.1
Supplemental medical insurance	327	88	26.9
Supplemental disability insurance	328	106	32.3
Estate/financial planning	328	29	8.8
Out-of-town travel for spouse	326	16	4.9
Physical examination	328	54	16.5
Fitness club membership	330	11	3.3
Professional club membership	330	65	19.7
Country club membership	329	7	2.1

Table 12. CEO Additional Benefits (Voluntary Agencies Only)

Benefits	Total Agencies Replying	Mean	Median	Minimum	Maximum
Bonus or other cash compensation	91	7463	6000	50	38420
Deferred compensation paid by agency	29	13242	9500	1000	67813
Life insurance (face value)	249	132344	100000	70	1200000
Life insurance (annual premium)	148	2017	328	11	150000
Life insurance (amount of annual premium paid by agency)	148	1019	309	11	13000
Pension	134	7158	5225	495	36552
401(k) or 403(b-9) savings plan (annual contribution paid by agency)	111	4081	3500	300	19043
Deferred annuity (annual contribution paid by agency)	24	8520	5720	810	75000

SALARY TABLES FOR ALL OTHER POSITIONS

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General Tables 13 & 14

Table 13. Overall Vacancy, Turnover, and Cuts Rates by Type of Agency

	Agencies	Vacancy	Turnover	Cuts
State Public	8	6%	15%	0%
Local Public	20	8%	10%	0%
Voluntary	242	8%	27%	1%

Table 14. Current Cost Per Full-Time Employee for All Fringe Benefits Measured as a Percent of Salary by Type of Agency

	Agencies	Percent of Salary	Percent of Agencies that Stated an Increase from Previous Year
State Public	16	22	25
Local Public	23	30	33
Voluntary	273	22	47

Assistant, Associate, or Deputy Directors/Commissioners of State or Local Public Child Welfare Agencies (Tables 15–17)

A professional employee with full responsibility for specific aspects of the agency's general operation who acts for the CEO in his/her absence.

Table 15. Assistant Executive Director Annual Base Salary by CWLA Member Agency Type

Agency Type	Agencies	Salaries	Mean	Median	Standard Deviation	Standard Error	Minimum	Maximum	95% Conf. Int. for Mean
State Public	16	57	74761	79000	8489	1124	47751	96804	72509 to 77013
Local Public	23	58	75733	76160	12487	1640	38116	109454	72450 to 79016
Voluntary	215	408	65936	64375	19826	982	16000	171700	64007 to 67866

Table 16. Assistant Executive Director Annual Base Salary by CWLA Member Region (State Public Agencies Only)

CWLA Region	Salaries	Mean	Median	Standard Deviation	Standard Error	Minimum	Maximum	95% Conf. Int. for Mean
Mid-Atlantic	4	71500	71500	19011	9506	47751	87964	41249 to 101751
Mid-West	16	79640	79914	4741	1185	63000	89508	77113 to 82166
New England	7	*	*	*	*	*	*	*
Southern	17	68426	65472	5043	1223	54060	96804	77113 to 82166
Western	13	69308	72672	6163	1709	60372	84972	69308 to 76756
Total	57	74761	79000	8489	1124	47751	96804	72508 to 77013

Table 17. Assistant Executive Director Annual Base Salary by CWLA Member Region (Local Public Agencies Only)

CWLA Region	Salaries	Mean	Median	Standard Deviation	Standard Error	Minimum	Maximum	95% Conf. Int. for Mean
Mid-Atlantic	21	75195	79145	13408	2926	38116	107298	69092 to 81298
Mid-West	10	74450	72634	6201	1961	61157	82784	70014 to 78887
New England	0	.	.	.	.	.	.	.
Southern	5	77518	67362	21184	9474	55000	108000	51215 to 103822
Western	22	76425	71044	12153	2591	48900	109454	71036 to 81813
Total	58	75733	76160	12487	1640	38116	109454	72450 to 79016

Assistant, Associate, or Deputy Directors or Vice Presidents of Voluntary Child Welfare Agencies (Tables 18–20)

A professional employee with full responsibility for specific aspects of the agency's general operation who acts for the CEO in his/her absence.

Table 18. Assistant Executive Director Annual Base Salary by CWLA Member Region (Voluntary Agencies Only)

CWLA Region	Salaries	Mean	Median	Standard Deviation	Standard Error	Minimum	Maximum	95% Conf. Int. for Mean
Mid-Atlantic	90	79666	77200	19437	2048	34500	130057	75595 to 83737
Mid-West	115	60951	56000	15016	1400	30000	100126	58177 to 63725
New England	56	67774	67500	16451	2198	20000	108000	63369 to 72180
Southern	68	57134	52000	15585	1890	16000	134857	53362 to 60907
Western	53	68861	65000	23388	3213	24000	171700	62415 to 75308
Total	382	66779	65000	19468	996	16000	171700	64820 to 68737

Table 19. Assistant Executive Director Annual Base Salary by Selected States (Voluntary Agencies Only)

State	Salaries	Mean	Median	Standard Deviation	Standard Error	Minimum	Maximum	95% Conf. Int. for Mean
California	29	72442	67130	17992	3341	41207	140004	65599 to 79286
Illinois	32	64465	60000	16385	2896	33000	100126	58557 to 70372
Massachusetts	33	72622	74500	14633	2547	44000	108000	67433 to 77810
New York	64	86444	87450	16677	2665	36000	130057	51893 to 62793
Ohio	30	57343	55000	14596	2665	33000	95790	51893 to 62793
Pennsylvania	19	58644	58100	15536	3564	34500	105000	51156 to 66132

Table 20. Assistant Executive Director Annual Base Salary by FY98 Agency Income (Voluntary Agencies Only)

Agency Income	Salaries	Mean	Median	Standard Deviation	Standard Error	Minimum	Maximum	95% Conf. Int. for Mean
Under $1 million	10	43963	38921	16680	5275	16000	84000	32030 to 55895
$1–2 million	22	53468	49800	12034	2566	30000	83200	48133 to 58804
$2–4 million	55	55684	52520	13062	1761	33000	98000	52153 to 59216
$4–6 million	65	60924	58450	11666	1447	42000	105000	58033 to 63815
$6–8 million	46	58377	59499	10437	1539	31827	77022	55277 to 61476
$8–10 million	40	68367	67007	16703	2641	41000	109200	63025 to 73709
$10–12 million	12	75816	74500	14264	4118	55000	110000	66753 to 84879
$12–14 million	18	61237	59000	16854	3973	21407	95790	52855 to 69618
$14–16 million	10	72939	70077	13731	4342	45000	105000	63116 to 82761
$16–18 million	17	75877	82000	9823	2382	53000	99910	70826 to 80928
Over $18 million	78	87105	85163	21940	2484	45000	171700	82158 to 92051
Total	373	66714	65000	19649	1017	16000	171700	64713 to 68714

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Directors of Major Programs/Districts (Tables 21–26)

Persons responsible for administering major programs or major district offices of the agency.

Table 21. Director of Major Programs Annual Base Salary by CWLA Member Agency Type

Agency Type	Agencies	Salaries	Mean	Median	Standard Deviation	Standard Error	Minimum	Maximum	95% Conf. Int. for Mean
State Public	17	401	58345	56948	8878	443	29400	87964	57474 to 59217
Local Public	26	233	59421	59558	10592	694	32908	97301	58054 to 60788
Voluntary	258	1268	51181	47184	15660	440	16000	195000	50318 to 52043

Table 22. Director of Major Programs Annual Base Salary by CWLA Member Region (State Public Agencies Only)

CWLA Region	Salaries	Mean	Median	Standard Deviation	Standard Error	Minimum	Maximum	95% Conf. Int. for Mean
Mid-Atlantic	71	45982	46841	3043	154	41118	87964	45680 to 46284
Mid-West	25	42490	51400	10041	424	41954	83784	41656 to 43323
New England	31	*	*	*	*	*	*	*
Southern	217	34321	35133	3727	126	29400	80196	34075 to 34568
Western	57	40960	42504	7218	390	35000	78672	40193 to 41726
Total	401	58345	56948	8878	443	29400	87964	57474 to 59217

Table 23. Director of Major Programs Annual Base Salary by CWLA Member Region (Local Public Agencies Only)

CWLA Region	Salaries	Mean	Median	Standard Deviation	Standard Error	Minimum	Maximum	95% Conf. Int. for Mean
Mid-Atlantic	80	60893	61105	11641	1301	32908	97301	58302 to 63483
Mid-West	40	60698	60975	7745	1225	40026	78353	58221 to 63175
New England	0	*	*	*	*	*	*	*
Southern	27	57896	51501	12092	2327	40352	92500	53113 to 62680
Western	86	57936	54215	10111	1090	37669	84941	55768 to 60104
Total	233	59421	59558	10592	694	32908	97301	58054 to 60788

Table 24. Director of Major Programs Annual Base Salary by CWLA Member Region (Voluntary Agencies Only)

CWLA Region	Salaries	Mean	Median	Standard Deviation	Standard Error	Minimum	Maximum	95% Conf. Int. for Mean
Mid-Atlantic	382	59109	56375	17189	879	27540	143376	57380 to 60839
Mid-West	301	46042	44500	10153	585	24600	88000	47193 to 44500
New England	166	53112	46500	15913	1235	25000	195000	50674 to 55551
Southern	207	45758	42000	13571	943	16000	121474	43898 to 47618
Western	212	47973	46036	14865	1021	25300	133869	45960 to 49986
Total	1268	51181	47184	15660	440	16000	195000	50318 to 52043

Table 25. Director of Major Programs Annual Base Salary by Selected States (Voluntary Agencies Only)

CWLA Region	Salaries	Mean	Median	Standard Deviation	Standard Error	Minimum	Maximum	95% Conf. Int. for Mean
California	61	56783	56750	13351	1709	25357	100006	53363 to 60202
Illinois	102	48244	48669	10222	1012	25688	80898	46236 to 50252
Massachusetts	108	55378	52000	17628	1696	27540	143376	52015 to 58741
New York	280	64878	64000	16041	959	31700	195000	62990 to 66765
Ohio	79	42138	41250	9758	1098	27123	88000	39952 to 44323
Pennsylvania	65	44373	42628	7966	988	25000	77250	42399 to 46347

Table 26. Director of Major Programs Annual Base Salary by FY98 Agency Income (Voluntary Agencies Only)

Agency Income	Salaries	Mean	Median	Standard Deviation	Standard Error	Minimum	Maximum	95% Conf. Int. for Mean
Under $1 million	32	32659	32110	6174	1091	16000	45942	30433 to 34885
$1–2 million	66	39794	38312	8585	1056	25000	64000	37683 to 41904
$2–4 million	190	43902	42628	8290	601	26000	75998	42716 to 45088
$4–6 million	200	47954	45180	11987	848	26000	121474	46283 to 49626
$6–8 million	161	46905	44750	8827	696	23000	80898	45531 to 48279
$8–10 million	114	49799	49597	8769	821	30000	88000	48172 to 51427
$10–12 million	58	57181	52404	13462	1768	31000	120000	53641 to 60720
$12–14 million	91	46798	44500	9749	1022	27540	84019	44768 to 48828
$14–16 million	58	48853	47184	7857	1032	32500	77250	46788 to 50919
$16–18 million	49	62120	70713	14327	2047	34000	107206	58005 to 66235
Over $18 million	242	67063	64000	20557	1321	30000	195000	64460 to 69666
Total	1261	51161	47184	15653	441	16000	195000	50296 to 52026

Supervisors (Tables 27–32)

Staff whose primary responsibility is the direction and/or supervision of direct service practitioners or students.

Table 27. Supervisors Annual Base Salary by CWLA Member Agency Type

Agency Type	Agencies	Salaries	Mean	Median	Standard Deviation	Standard Error	Minimum	Maximum	95% Conf. Int. for Mean
State Public	16	2557	40032	39551	7375	146	19764	70500	39746 to 40318
Local Public	26	1336	54797	49798	17229	471	19968	150051	53872 to 55722
Voluntary	237	1730	39478	38150	9687	233	16141	121474	39021 to 39935

Table 28. Supervisors Annual Base Salary by CWLA Member Region (State Public Agencies Only)

CWLA Region	Salaries	Mean	Median	Standard Deviation	Standard Error	Minimum	Maximum	95% Conf. Int. for Mean
Mid-Atlantic	392	45982	46841	3043	154	30632	56293	45680 to 46284
Mid-West	560	42490	51400	10041	424	23748	70500	41656 to 43323
New England	380	*	*	*	*	*	*	*
Southern	882	34321	35133	3727	126	19764	54565	34075 to 34568
Western	343	40960	42504	7218	390	24943	58164	40193 to 41727
Total	2557	40032	39551	7376	146	19764	70500	39746 to 40318

Table 29. Supervisors Annual Base Salary by CWLA Member Region (Local Public Agencies Only)

CWLA Region	Salaries	Mean	Median	Standard Deviation	Standard Error	Minimum	Maximum	95% Conf. Int. for Mean
Mid-Atlantic	246	45326	45143	3285	209	30832	56810	44914 to 45739
Mid-West	373	72428	95160	24397	1263	32760	150051	69944 to 74912
New England	0	*	*	*	*	*	*	*
Southern	83	44058	43008	2558	281	19968	66580	43499 to 44616
Western	634	49505	51338	3165	126	36192	60318	49258 to 49752
Total	1336	54797	49798	17229	471	19968	150051	53872 to 55722

Table 30. Supervisors Annual Base Salary by CWLA Member Region (Voluntary Agencies Only)

CWLA Region	Salaries	Mean	Median	Standard Deviation	Standard Error	Minimum	Maximum	95% Conf. Int. for Mean
Mid-Atlantic	497	40145	39394	6504	292	19820	75000	39572 to 40718
Mid-West	509	37830	36973	7417	329	16141	74480	37185 to 38476
New England	247	40691	41500	8391	534	22120	70000	39640 to 41743
Southern	223	35228	33500	9131	611	18221	121474	34023 to 36433
Western	254	44027	38852	16180	1015	18000	97950	42027 to 46026
Total	1730	39478	38150	9687	233	16141	121474	39021 to 39935

Table 31. Supervisors Annual Base Salary by Selected States (Voluntary Agencies Only)

State	Salaries	Mean	Median	Standard Deviation	Standard Error	Minimum	Maximum	95% Conf. Int. for Mean
California	107	41085	42330	6778	655	22880	60000	39786 to 42384
Illinois	154	39543	38972	6579	530	16141	71400	38495 to 40590
Massachusetts	157	39522	34706	9844	786	22120	70000	37971 to 41074
New York	371	41432	40500	6071	315	19820	64000	40813 to 42052
Ohio	132	37768	36000	5592	487	20592	57000	36805 to 38731
Pennsylvania	90	34567	34796	3890	410	22520	50000	33752 to 35382

Table 32. Supervisors Annual Base Salary by FY98 Agency Income (Voluntary Agencies Only)

Agency Income	Salaries	Mean	Median	Standard Deviation	Standard Error	Minimum	Maximum	95% Conf. Int. for Mean
Under $1 million	17	35059	30750	10272	2491	23000	66878	29777 to 40341
$1–2 million	83	33525	34723	6541	718	18000	71400	32097 to 34953
$2–4 million	186	34382	34500	5945	436	18221	58000	33522 to 35242
$4–6 million	216	37783	35673	9298	633	19000	121474	36536 to 39030
$6–8 million	199	36757	34796	7379	523	16141	74480	35725 to 37788
$8–10 million	129	39781	38168	6954	612	19000	68118	38570 to 40993
$10–12 million	111	33509	36500	8651	821	21131	50000	31881 to 35136
$12–14 million	143	40072	44004	6602	552	18000	64198	38980 to 41163
$14–16 million	67	43268	45410	5997	733	25944	67000	41806 to 44731
$16–18 million	51	41931	43250	5549	777	24734	57470	40370 to 43492
Over $18 million	507	44016	40720	11353	504	21000	97950	43026 to 45007
Total	1709	39312	38038	9579	232	16141	121474	38858 to 39767

Child Protective Services (CPS) Workers

Staff whose primary responsibility is the investigation of child abuse and neglect.

Table 33. CPS Workers Vacancy and Turnover Rates

Agency Type	Agencies	Vacancy	Turnover	Cuts	Positions	Vacancy	Turnover	Cuts
State Public	7	5%	22%	0%	5791	3%	15%	0%
Local Public	16	5%	13%	0%	4976	5%	12%	0%
Voluntary	27	7%	27%	1%	813	6%	24%	2%

With M.S.W. Degree (Tables 34–39)

Child Protective Service Workers with a graduate degree in social work.

Table 34. CPS Workers with M.S.W. Degree Annual Base Salary by CWLA Member Agency Type

Agency Type	Agencies	Salaries	Mean	Median	Standard Deviation	Standard Error	Minimum	Maximum	95% Conf. Int. for Mean
State Public	7	829	29837	28500	2264	79	20520	44448	29682 to 29991
Local Public	21	757	43035	44962	4218	153	23712	53849	42734 to 43336
Voluntary	30	255	35116	35000	7146	447	14560	54672	34235 to 35997

Table 35. CPS Workers with M.S.W. Degree Annual Base Salary by CWLA Member Region (State Public Agencies Only)

CWLA Region	Salaries	Mean	Median	Standard Deviation	Standard Error	Minimum	Maximum	95% Conf. Int. for Mean
Mid-Atlantic	46	.	.	.	.	.	.	.
Mid-West	38	33224	36888	4598	746	21240	44448	31713 to 34735
New England	0	.	.	.	.	.	.	.
Southern	185	32901	33066	1109	82	20520	44366	32740 to 33062
Western	560	.	.	.	.	.	.	.
Total	829	29837	28500	2264	79	20520	44448	29682 to 29991

Table 36. CPS Workers with M.S.W. Degree Annual Base Salary by CWLA Member Region (Local Public Agencies Only)

CWLA Region	Salaries	Mean	Median	Standard Deviation	Standard Error	Minimum	Maximum	95% Conf. Int. for Mean
Mid-Atlantic	55	35465	35279	4618	623	24899	49770	34217 to 36714
Mid-West	74	36734	37637	2136	248	27317	46820	36239 to 37229
New England	0	*	*	*	*	*	*	*
Southern	9	31110	23616	8886	2962	23712	49228	24279 to 37940
Western	619	44635	44962	1961	79	32708	53849	44480 to 44790
Total	757	43035	44962	4218	153	23712	53849	42734 to 43336

Table 37. CPS Workers with M.S.W. Degree Annual Base Salary by CWLA Member Region (Voluntary Agencies Only)

CWLA Region	Salaries	Mean	Median	Standard Deviation	Standard Error	Minimum	Maximum	95% Conf. Int. for Mean
Mid-Atlantic	103	39723	43098	5185	511	25000	54672	38709 to 40736
Mid-West	51	31597	30878	4288	600	20000	45000	30391 to 32803
New England	21	32247	34705	3785	826	25512	42806	30524 to 33970
Southern	66	30715	35000	7960	980	14560	42000	28758 to 32672
Western	14	39093	41419	5632	1505	24000	47852	35841 to 42345
Total	255	35116	35000	7146	447	14560	54672	34235 to 35997

Table 38. CPS Workers with M.S.W. Degree Annual Base Salary by Selected States (Voluntary Agencies Only)

State	Salaries	Mean	Median	Standard Deviation	Standard Error	Minimum	Maximum	95% Conf. Int. for Mean
California	12	40942	43525	3375	974	33600	47852	38797 to 43086
Illinois	20	33554	30878	3788	847	25000	45000	31781 to 35326
Massachusetts	3	30826	31239	715	412	25512	36965	29049 to 32602
New York	65	43365	43925	1078	134	33178	54672	43098 to 43632
Ohio	13	26000	25500	1220	339	20000	37500	25262 to 26738
Pennsylvania	13	30410	30500	171	47	26000	35000	30307 to 30513

Table 39. CPS Workers with M.S.W. Degree Annual Base Salary by FY98 Agency Income (Voluntary Agencies Only)

Agency Income	Salaries	Mean	Median	Standard Deviation	Standard Error	Minimum	Maximum	95% Conf. Int. for Mean
Under $1 million	4	27500	27500	577	289	24000	32000	26581 to 28419
$1–2 million	15	35125	37988	3824	987	25000	45000	33008 to 37243
$2–4 million	9	33248	30900	3773	1258	28629	40000	30348 to 36148
$4–6 million	28	36508	34705	6145	1161	25542	52500	34126 to 38891
$6–8 million	61	28281	30500	7869	1007	14560	40999	26266 to 30297
$8–10 million	20	36495	34575	4464	998	26500	47600	34406 to 38584
$10–12 million	0	*	*	*	*	*	*	*
$12–14 million	0	*	*	*	*	*	*	*
$14–16 million	48	34740	35000	1262	182	20000	42000	34737 to 35106
$16–18 million	0	*	*	*	*	*	*	*
Over $18 million	63	41810	43925	4788	603	25185	54672	40604 to 43015
Total	248	35141	35000	7245	460	14560	54672	34235 to 36047

With B.S.W. Degree (Tables 40–45)

Child Protective Service Workers with a bachelor's degree in social work.

Table 40. CPS Workers with B.S.W. Degree Annual Base Salary by CWLA Member Agency Type

Agency Type	Agencies	Salaries	Mean	Median	Standard Deviation	Standard Error	Minimum	Maximum	95% Conf. Int. for Mean
State Public	13	950	28525	28500	3015	98	17256	44448	28333 to 28717
Local Public	9	864	34744	32564	3635	124	23379	53849	34501 to 34986
Voluntary	264	263	30786	30500	5453	336	14560	50000	30124 to 31448

Table 41. CPS Workers with B.S.W. Degree Annual Base Salary by CWLA Member Region (State Public Agencies Only)

CWLA Region	Salaries	Mean	Median	Standard Deviation	Standard Error	Minimum	Maximum	95% Conf. Int. for Mean
Mid-Atlantic	0	*	*	*	*	*	*	*
Mid-West	305	29493	27606	3742	214	21240	44448	29071 to 29914
New Englnd	0	*	*	*	*	*	*	*
Southern	85	25221	20484	6132	665	17256	44366	23898 to 26543
Western	560	*	*	*	*	*	*	*
Total	950	28525	28500	3015	98	17256	44448	28333 to 28717

Table 42. CPS Workers with B.S.W. Degree Annual Base Salary by CWLA Member Region (Local Public Agencies Only)

CWLA Region	Salaries	Mean	Median	Standard Deviation	Standard Error	Minimum	Maximum	95% Conf. Int. for Mean
Mid-Atlantic	120	34087	34453	2329	213	23500	49770	33666 to 34508
Mid-West	209	32130	32500	1066	74	23379	41620	31985 to 32275
New England	0	.	.	.	.	.	.	.
Southern	12	38431	38431	2802	809	23712	49228	36651 to 40211
Western	523	35854	36067	3951	173	25142	53849	35515 to 36194
Total	864	34744	32564	3635	124	23379	53849	34501 to 34986

Table 43. CPS Workers with B.S.W. Degree Annual Base Salary by CWLA Member Region (Voluntary Agencies Only)

CWLA Region	Salaries	Mean	Median	Standard Deviation	Standard Error	Minimum	Maximum	95% Conf. Int. for Mean
Mid-Atlantic	94	34940	39250	6262	646	18500	50000	33657 to 36222
Mid-West	29	27240	26550	1326	246	20000	37500	26735 to 27744
New England	33	26278	26177	447	78	25542	30000	26119 to 26436
Southern	101	29534	30500	3429	341	14560	37000	28857 to 30211
Western	6	28709	30500	3751	1531	24000	37512	24773 to 32645
Total	263	30786	30500	5453	336	14560	50000	30124 to 31448

Table 44. CPS Workers with B.S.W. Degree Annual Base Salary by Selected States (Voluntary Agencies Only)

State	Salaries	Mean	Median	Standard Deviation	Standard Error	Minimum	Maximum	95% Conf. Int. for Mean
California	4	31064	30500	1127	564	27996	37512	29270 to 32857
Illinois	9	26211	25818	1049	350	23340	29000	25405 to 27018
Massachusetts	3	27292	28000	1227	708	25875	30000	24244 to 30339
New York	68	38511	39250	2675	324	25006	50000	37864 to 39159
Ohio	3	*	*	*	*	*	*	*
Pennsylvania	17	25340	25400	616	149	23000	28350	25023 to 25657

Table 45. CPS Workers with B.S.W. Degree Annual Base Salary by FY98 Agency Income (Voluntary Agencies Only)

Agency Income	Salaries	Mean	Median	Standard Deviation	Standard Error	Minimum	Maximum	95% Conf. Int. for Mean
Under $1 million	11	25523	25250	1882	568	18500	32000	24258 to 26787
$1–2 million	3	32929	26894	10453	6035	22828	45000	6961 to 58897
$2–4 million	9	27944	28000	2567	856	23000	32000	25971 to 29918
$4–6 million	37	26768	26177	3114	512	23000	43996	25730 to 27806
$6–8 million	19	22902	25400	4754	1091	14560	27800	20611 to 25193
$8–10 million	68	37382	39250	4531	550	24500	50000	36286 to 38479
$10–12 million	0	*	*	*	*	*	*	*
$12–14 million	0	*	*	*	*	*	*	*
$14–16 million	94	30444	30500	309	32	20000	37500	30381 to 30507
$16–18 million	0	*	*	*	*	*	*	*
Over $18 million	15	28937	31659	3012	778	23340	38311	27269 to 30605
Total	256	30837	30500	5518	345	14560	50000	30158 to 31517

With Other Bachelor's Degree (Tables 46–51)

Child Protective Service Workers with no social work education, but a bachelor's degree in another field.

Table 46. CPS Workers with Other Bachelor's Degree Annual Base Salary by CWLA Member Agency Type

Agency Type	Agencies	Salaries	Mean	Median	Standard Deviation	Standard Error	Minimum	Maximum	95% Conf. Int. for Mean
State Public	6	2999	30411	28500	3766	69	17256	44448	30277 to 30546
Local Public	16	3227	37341	39940	4025	71	19998	53849	37203 to 37481
Voluntary	22	360	28732	28050	4014	212	14560	46158	28316 to 29148

Table 47. CPS Workers with Other Bachelor's Degree Annual Base Salary by CWLA Member Region (State Public Agencies Only)

CWLA Region	Salaries	Mean	Median	Standard Deviation	Standard Error	Minimum	Maximum	95% Conf. Int. for Mean
Mid-Atlantic	0	.	.	.	.	.	.	.
Mid-West	1241	30231	27606	4182	119	21240	44448	29998 to 30464
New England	0	.	.	.	.	.	.	.
Southern	1198	31491	33065	3807	110	17256	44366	31276 to 31707
Western	560	.	.	.	.	.	.	.
Total	2999	30411	28500	3766	69	17256	44448	30277 to 30546

Table 48. CPS Workers with Other Bachelor's Degree Annual Base Salary by CWLA Member Region (Local Public Agencies Only)

CWLA Region	Salaries	Mean	Median	Standard Deviation	Standard Error	Minimum	Maximum	95% Conf. Int. for Mean
Mid-Atlantic	616	36136	34453	4178	168	23279	49770	35806 to 36467
Mid-West	585	30808	30357	1536	64	19998	41620	30683 to 30933
New England	0	.	.	.	.	.	.	.
Southern	67	35831	35748	295	36	23712	47784	35759 to 35903
Western	1959	39723	39940	1239	28	26031	53849	39669 to 39778
Total	3227	37341	39940	4025	71	19998	53849	37203 to 37481

Table 49. CPS Workers with Other Bachelor's Degree Annual Base Salary by CWLA Member Region (Voluntary Agencies Only)

CWLA Region	Salaries	Mean	Median	Standard Deviation	Standard Error	Minimum	Maximum	95% Conf. Int. for Mean
Mid-Atlantic	126	31623	32314	2152	192	22000	46158	31244 to 32003
Mid-West	128	25789	25058	1615	143	15000	36000	25507 to 26072
New England	56	26379	26177	1141	153	22000	36651	26073 to 26685
Southern	20	24912	26500	3880	868	14560	29000	23096 to 26727
Western	30	36086	36781	2121	387	29500	42243	35294 to 36878
Total	360	28732	28050	4014	212	14560	46158	28316 to 29148

Table 50. CPS Workers with Other Bachelor's Degree Annual Base Salary by Selected States (Voluntary Agencies Only)

State	Salaries	Mean	Median	Standard Deviation	Standard Error	Minimum	Maximum	95% Conf. Int. for Mean
California	29	36313	36781	1749	325	30000	42243	35648 to 36979
Illinois	91	25050	25058	549	58	16000	34115	24936 to 25165
Massachusetts	15	*	*	*	*	*	*	*
New York	107	32313	32314	1410	136	22000	46158	32042 to 32583
Ohio	4	23955	21500	4910	2455	15000	31320	16142 to 31768
Pennsylvania	19	27742	26525	1319	303	22923	35268	27107 to 28378

Table 51. CPS Workers with Other Bachelor's Degree Annual Base Salary by FY98 Agency Income (Voluntary Agencies Only)

Agency Income	Salaries	Mean	Median	Standard Deviation	Standard Error	Minimum	Maximum	95% Conf. Int. for Mean
Under $1 million	1	*	*	*	*	*	*	*
$1–2 million	8	*	*	*	*	*	*	*
$2–4 million	27	25722	26000	1001	193	21500	28000	25326 to 26118
$4–6 million	53	27023	26177	1886	259	23000	36979	26503 to 27543
$6–8 million	15	25818	29096	5286	1365	14560	35268	22891 to 28746
$8–10 million	11	*	*	*	*	*	*	*
$10–12 million	1	*	*	*	*	*	*	*
$12–14 million	0	*	*	*	*	*	*	*
$14–16 million	20	25750	26500	1832	410	15000	29000	24893 to 26607
$16–18 million	1	*	*	*	*	*	*	*
Over $18 million	190	30237	32314	4277	310	16000	42243	29625 to 30849
Total	327	28801	26500	4206	233	14560	42243	28344 to 29259

Other Direct Service Practitioners

Staff (other than CPS Workers) who provide direct services to families and individuals (through casework, group work, or advocacy) or to other organizations (through consultation, education, or community organization).

With M.S.W. Degree (Tables 52–57)

Practitioners with a graduate degree in social work.

Table 52. Other Direct Service Practitioners with M.S.W. Degree
Annual Base Salary by CWLA Member Agency Type

Agency Type	Agencies	Salaries	Mean	Median	Standard Deviation	Standard Error	Minimum	Maximum	95% Conf. Int. for Mean
State Public	5	302	34033	30987	5748	331	18012	53016	33382 to 34684
Local Public	16	368	40418	41756	3781	197	23712	61380	40030 to 40805
Voluntary	241	2969	34682	34462	5406	99	15712	75000	34487 to 34876

Table 53. Other Direct Service Practitioners with M.S.W. Degree
Annual Base Salary by CWLA Member Region (State Public Agencies Only)

CWLA Region	Salaries	Mean	Median	Standard Deviation	Standard Error	Minimum	Maximum	95% Conf. Int. for Mean
Mid-Atlantic	92	.	.	.	.	.	.	.
Mid-West	194	36100	39816	6077	436	20496	53016	35239 to 36960
New England	0	.	.	.	.	.	.	.
Southern	16	26489	26489	3860	965	18012	39229	24433 to 28546
Western	0	.	.	.	.	.	.	.
Total	302	34033	30987	5748	331	18012	53016	33382 to 34684

Table 54. Other Direct Service Practitioners with M.S.W. Degree
Annual Base Salary by CWLA Member Region (Local Public Agencies Only)

CWLA Region	Salaries	Mean	Median	Standard Deviation	Standard Error	Minimum	Maximum	95% Conf. Int. for Mean
Mid-Atlantic	51	38567	44893	6677	935	24899	49770	36689 to 40445
Mid-West	13	36715	35203	8000	2219	26673	61380	31881 to 41549
New England	0	*	*	*	*	*	*	*
Southern	78	34499	40600	3883	440	23712	51720	37623 to 39374
Western	226	41711	41756	565	38	33586	49548	41637 to 41785
Total	368	40418	41756	3781	197	23712	61380	40030 to 40805

Table 55. Other Direct Service Practitioners with M.S.W. Degree
Annual Base Salary by CWLA Member Region (Voluntary Agencies Only)

CWLA Region	Salaries	Mean	Median	Standard Deviation	Standard Error	Minimum	Maximum	95% Conf. Int. for Mean
Mid-Atlantic	876	35006	36000	4943	167	15712	75000	34678 to 35333
Mid-West	742	33364	33187	3956	145	18013	62028	33079 to 33649
New England	375	34065	34096	3859	199	19110	53500	33673 to 34457
Southern	393	33002	31439	6010	303	17500	62000	32406 to 33598
Western	583	37401	38000	6825	283	19450	60000	36846 to 37956
Total	2969	34682	34462	5406	99	15712	75000	34487 to 34876

Table 56. Other Direct Service Practitioners with M.S.W. Degree Annual Base Salary by Selected States (Voluntary Agencies Only)

State	Salaries	Mean	Median	Standard Deviation	Standard Error	Minimum	Maximum	95% Conf. Int. for Mean
California	268	37220	38000	3950	241	21500	60000	36745 to 37695
Illinois	182	34491	36166	3923	291	18013	61797	33917 to 35065
Massachusetts	200	34291	37400	4299	304	19110	53500	33692 to 34891
New York	673	35193	36022	5035	194	20853	72000	34812 to 35574
Ohio	176	32169	31416	3972	299	20000	62028	31579 to 32760
Pennsylvania	100	32433	32450	4042	404	15712	54000	31630 to 33235

Table 57. Other Direct Service Practitioners with M.S.W. Degree Annual Base Salary by FY98 Agency Income (Voluntary Agencies Only)

Agency Income	Salaries	Mean	Median	Standard Deviation	Standard Error	Minimum	Maximum	95% Conf. Int. for Mean
Under $1 million	92	30667	29000	5212	543	19450	62000	29587 to 31746
$1–2 million	101	30959	30000	5132	511	20000	46000	29946 to 31973
$2–4 million	262	33902	33873	5591	345	15712	58000	33222 to 34583
$4–6 million	374	35800	35510	5591	289	22000	75000	35232 to 36369
$6–8 million	316	33535	32404	4425	249	18013	61797	33045 to 34025
$8–10 million	191	36440	38000	6484	469	24250	72000	33514 to 37365
$10–12 million	156	32729	33801	3720	298	20853	51500	32141 to 33317
$12–14 million	298	32631	33187	3904	226	21000	62028	32186 to 33076
$14–16 million	114	31755	32917	2282	214	20000	41004	31331 to 32178
$16–18 million	123	35736	36995	6235	562	17500	57470	34623 to 36849
Over $18 million	872	35964	36166	4887	166	19095	57232	35639 to 36289
Total	2899	34489	34225	5277	98	15712	75000	34297 to 34681

With B.S.W. Degree (Tables 58–63)

Practitioners with a bachelor's degree in social work.

Table 58. Other Direct Service Practitioners with B.S.W. Degree Annual Base Salary by CWLA Member Agency Type

Agency Type	Agencies	Salaries	Mean	Median	Standard Deviation	Standard Error	Minimum	Maximum	95% Conf. Int. for Mean
State Public	5	1188	28129	26214	5116	148	17256	53016	27838 to 28420
Local Public	13	263	32342	32564	2277	140	18428	49770	32066 to 32619
Voluntary	176	1746	27294	27000	4225	101	14000	51500	27095 to 27492

Table 59. Other Direct Service Practitioners with B.S.W. Degree Annual Base Salary by CWLA Member Region (State Public Agencies Only)

CWLA Region	Salaries	Mean	Median	Standard Deviation	Standard Error	Minimum	Maximum	95% Conf. Int. for Mean
Mid-Atlantic	6	*	*	*	*	*	*	*
Mid-West	1115	28422	26214	5018	150	20496	53016	28127 to 28717
New England	0	*	*	*	*	*	*	*
Southern	67	23317	20376	4542	555	17256	39229	22208 to 24425
Western	0	*	*	*	*	*	*	*
Total	1188	28129	26214	5116	148	17256	53016	27838 to 28420

Table 60. Other Direct Service Practitioners with B.S.W. Degree
Annual Base Salary by CWLA Member Region (Local Public Agencies Only)

CWLA Region	Salaries	Mean	Median	Standard Deviation	Standard Error	Minimum	Maximum	95% Conf. Int. for Mean
Mid-Atlantic	21	29919	29290	3437	750	20403	49770	28354 to 31482
Mid-West	121	32124	32564	1253	114	18428	42348	31898 to 32349
New England	0	*	*	*	*	*	*	*
Southern	121	32981	33750	2510	228	21320	44641	32529 to 33432
Western	0	*	*	*	*	*	*	*
Total	263	32342	32564	2277	140	18428	49770	32066 to 32619

Table 61. Other Direct Service Practitioners with B.S.W. Degree
Annual Base Salary by CWLA Member Region (Voluntary Agencies Only)

CWLA Region	Salaries	Mean	Median	Standard Deviation	Standard Error	Minimum	Maximum	95% Conf. Int. for Mean
Mid-Atlantic	418	28997	28010	4615	226	15892	40051	28553 to 29441
Mid-West	765	27906	27870	3512	126	17680	51500	27657 to 28156
New England	76	26302	24840	2987	343	19540	50000	25619 to 26984
Southern	308	25257	24500	3394	193	14570	48533	24876 to 25638
Western	179	24624	22000	5036	376	14000	42500	23881 to 25367
Total	1746	27294	27000	4225	101	14000	51500	27095 to 27492

Table 62. Other Direct Service Practitioners with B.S.W. Degree Annual Base Salary by Selected States (Voluntary Agencies Only)

State	Salaries	Mean	Median	Standard Deviation	Standard Error	Minimum	Maximum	95% Conf. Int. for Mean
California	31	25934	29000	4967	892	14000	42500	24112 to 27756
Illinois	312	29000	32277	3817	216	18000	39690	28576 to 29426
Massachusetts	15	24781	24075	2980	769	19540	32000	23130 to 26431
New York	307	29369	28010	5246	299	18746	50000	28780 to 29958
Ohio	222	27393	28750	2381	160	18500	37500	27078 to 27707
Pennsylvania	88	27787	28000	1569	167	15892	42217	27455 to 28120

Table 63. Other Direct Service Practitioners with B.S.W. Degree Annual Base Salary by FY98 Agency Income (Voluntary Agencies Only)

Agency Income	Salaries	Mean	Median	Standard Deviation	Standard Error	Minimum	Maximum	95% Conf. Int. for Mean
Under $1 million	20	21889	21000	4654	1041	16000	32000	19711 to 24067
$1–2 million	68	26692	28080	2505	304	15656	32200	26085 to 27298
$2–4 million	135	24894	24298	3187	274	14000	36000	24352 to 25436
$4–6 million	188	25860	24840	3023	220	17680	40000	25425 to 26295
$6–8 million	209	25967	24548	2819	195	18013	42436	25583 to 26351
$8–10 million	145	31752	32178	6829	567	19750	50000	30631 to 32873
$10–12 million	169	25684	25597	5062	389	14570	51500	24916 to 26453
$12–14 million	153	25463	24500	3502	283	15892	42217	24903 to 26022
$14–16 million	136	28692	28750	809	69	20000	37500	28554 to 28829
$16–18 million	49	25261	23750	2495	356	16000	35655	24544 to 25977
Over $18 million	464	29099	28010	2934	139	16640	40028	28826 to 29372
Total	1736	27295	27000	4222	101	14000	51500	27096 to 27494

With Other Bachelor's Degree (Tables 64–69)

Practitioners with no social work education, but a bachelor's degree in another field.

Table 64. Other Direct Service Practitioners with Other Bachelor's Degree Annual Base Salary by CWLA Member Agency Type

Agency Type	Agencies	Salaries	Mean	Median	Standard Deviation	Standard Error	Minimum	Maximum	95% Conf. Int. for Mean
State Public	4	2007	33910	30227	5473	122	17256	53016	33671 to 34150
Local Public	15	912	35422	33464	5747	190	14286	56700	35048 to 35795
Voluntary	181	3261	26828	27000	4266	75	11247	53985	26681 to 26974

Table 65. Other Direct Service Practitioners with Other Bachelor's Degree Annual Base Salary by CWLA Member Region (State Public Agencies Only)

CWLA Region	Salaries	Mean	Median	Standard Deviation	Standard Error	Minimum	Maximum	95% Conf. Int. for Mean
Mid-Atlantic	0	*	*	*	*	*	*	*
Mid-West	876	*	*	*	*	*	*	*
New England	0	*	*	*	*	*	*	*
Southern	1131	29336	30227	2278	68	17256	39229	29203 to 29469
Western	0	*	*	*	*	*	*	*
Total	1131	29336	30227	2278	68	17256	39229	29203 to 29469

Table 66. Other Direct Service Practitioners with Other Bachelor's Degree Annual Base Salary by CWLA Member Region (Local Public Agencies Only)

CWLA Region	Salaries	Mean	Median	Standard Deviation	Standard Error	Minimum	Maximum	95% Conf. Int. for Mean
Mid-Atlantic	502	37209	33464	5663	253	20403	49770	36712 to 37705
Mid-West	90	30487	32084	2744	289	18428	38834	29912 to 31062
New England	0	.	.	.	.	.	.	.
Southern	221	31197	31815	3643	245	14286	56700	30714 to 31680
Western	99	40278	39901	1905	191	33586	55411	39898 to 40658
Total	912	35422	33464	5747	190	14286	56700	35048 to 35795

Table 67. Other Direct Service Practitioners with Other Bachelor's Degree Annual Base Salary by CWLA Member Region (Voluntary Agencies Only)

CWLA Region	Salaries	Mean	Median	Standard Deviation	Standard Error	Minimum	Maximum	95% Conf. Int. for Mean
Mid-Atlantic	873	29418	30054	3635	123	15000	53985	29176 to 29659
Mid-West	848	26810	26600	4187	144	14560	51500	26527 to 27092
New England	444	26779	27500	3159	150	14500	48204	26484 to 27074
Southern	694	24106	22500	3688	140	14144	41000	23831 to 24381
Western	402	25994	25672	4420	220	11247	47500	25560 to 26427
Total	3261	26828	27000	4266	75	11247	53985	26681 to 26974

Table 68. Other Direct Service Practitioners with Other Bachelor's Degree Annual Base Salary by Selected States (Voluntary Agencies Only)

State	Salaries	Mean	Median	Standard Deviation	Standard Error	Minimum	Maximum	95% Conf. Int. for Mean
California	237	26978	28129	3776	245	11247	45011	26495 to 27461
Illinois	284	27791	27720	2423	144	18000	39500	27508 to 28073
Massachusetts	314	25565	25600	2458	139	14500	34680	25292 to 25838
New York	622	29877	30215	3273	131	15787	45000	26619 to 30134
Ohio	179	25524	25500	3233	242	14560	38151	25047 to 26000
Pennsylvania	214	25884	25750	4148	284	14144	44880	25325 to 26443

Table 69. Other Direct Service Practitioners with Other Bachelor's Degree Annual Base Salary by FY98 Agency Income (Voluntary Agencies Only)

Agency Income	Salaries	Mean	Median	Standard Deviation	Standard Error	Minimum	Maximum	95% Conf. Int. for Mean
Under $1 million	18	24085	24000	2658	627	16000	32000	22763 to 25407
$1–2 million	98	22672	21256	3718	376	15000	37050	21927 to 23418
$2–4 million	314	24000	23190	3747	211	15000	45000	23743 to 24735
$4–6 million	407	27033	27000	4538	225	14144	48204	26591 to 27476
$6–8 million	453	26506	25950	3639	171	14160	53985	26170 to 26842
$8–10 million	163	28946	30400	4132	324	16814	42000	28307 to 29585
$10–12 million	214	29783	28750	5831	399	14570	51500	28997 to 30569
$12–14 million	288	27446	28590	3096	182	18000	44880	27087 to 27805
$14–16 million	66	25322	26809	3172	390	15000	34000	25542 to 26101
$16–18 million	311	23911	22500	2554	145	16000	35546	23626 to 24196
Over $18 million	909	28107	27678	3541	117	11247	45011	27876 to 28337
Total	3241	26799	27000	4246	75	11247	53985	26652 to 26945

Residential Group Care Personnel

Residential Supervisors (Tables 70–75)

Staff responsible for the operation of a residential program or a unit of it and for supervision of the residential program child care staff.

Table 70. Residential Supervisors Annual Base Salary by CWLA Member Agency Type

Agency Type	Agencies	Salaries	Mean	Median	Standard Deviation	Standard Error	Minimum	Maximum	95% Conf. Int. for Mean
State Public	6	262	35300	33240	6766	418	18636	73470	34476 to 36123
Local Public	10	52	41368	41370	9602	1332	19062	60318	38695 to 44041
Voluntary	182	1335	30281	29350	6854	188	14040	95014	29913 to 30649

Table 71. Residential Supervisors Annual Base Salary by CWLA Member Region (State Public Agencies Only)

CWLA Region	Salaries	Mean	Median	Standard Deviation	Standard Error	Minimum	Maximum	95% Conf. Int. for Mean
Mid-Atlantic	27	*	*	*	*	*	*	*
Mid-West	113	*	*	*	*	*	*	*
New England	0	*	*	*	*	*	*	*
Southern	110	34485	33162	2740	261	19812	54336	33967 to 35003
Western	12	*	*	*	*	*	*	*
Total	262	35300	33240	6766	418	18636	73470	34476 to 36123

Table 72. Residential Supervisors Annual Base Salary by CWLA Member Region (Local Public Agencies Only)

CWLA Region	Salaries	Mean	Median	Standard Deviation	Standard Error	Minimum	Maximum	95% Conf. Int. for Mean
Mid-Atlantic	0	*	*	*	*	*	*	*
Mid-West	12	33302	35493	5332	1539	25395	54832	29914 to 36689
New England	0	*	*	*	*	*	*	*
Southern	12	31828	26904	6220	1795	19062	52416	27876 to 35780
Western	28	48913	51338	4289	811	37344	60318	47250 to 50576
Total	52	41368	41370	9602	1332	19062	60318	38695 to 44041

Table 73. Residential Supervisors Annual Base Salary by CWLA Member Region (Voluntary Agencies Only)

CWLA Region	Salaries	Mean	Median	Standard Deviation	Standard Error	Minimum	Maximum	95% Conf. Int. for Mean
Mid-Atlantic	397	32757	31000	6040	303	20000	57896	32161 to 33353
Mid-West	224	29467	28788	5446	364	18000	62606	28749 to 30184
New England	282	30041	28910	4768	284	20197	48000	29482 to 30600
Southern	244	26396	24500	4690	300	14040	49957	25805 to 26988
Western	188	31425	28400	11175	815	15000	95014	29818 to 33033
Total	1335	30281	29350	6854	188	14040	95014	29913 to 30649

Table 74. Residential Supervisors Annual Base Salary by Selected States (Voluntary Agencies Only)

State	Salaries	Mean	Median	Standard Deviation	Standard Error	Minimum	Maximum	95% Conf. Int. for Mean
California	93	34170	31127	14575	1511	22000	95014	31168 to 37172
Illinois	62	30521	29037	3471	441	20120	48000	29639 to 31402
Massachusetts	213	29752	27222	4347	298	21223	48000	29165 to 30339
New York	342	33035	31000	5988	324	20000	57896	32398 to 33672
Ohio	40	29504	28750	3545	561	19000	46721	28370 to 30638
Pennsylvania	22	30855	27910	6754	1440	20946	42500	27860 to 33850

Table 75. Residential Supervisors Annual Base Salary by FY98 Agency Income (Voluntary Agencies Only)

Agency Income	Salaries	Mean	Median	Standard Deviation	Standard Error	Minimum	Maximum	95% Conf. Int. for Mean
Under $1 million	8	26174	23750	7567	2675	15000	44000	19848 to 32500
$1–2 million	32	26891	27120	5244	927	15000	40500	25000 to 28781
$2–4 million	127	26616	27000	5045	448	14040	48000	25730 to 27501
$4–6 million	222	28645	27500	4889	328	19100	48000	27999 to 29292
$6–8 million	150	28424	28663	3377	276	21400	42436	27879 to 28969
$8–10 million	139	30507	30500	4961	421	18000	49957	29675 to 31339
$10–12 million	81	31604	32000	5793	643	20000	62606	30323 to 32885
$12–14 million	42	30950	29340	6428	992	18000	57896	28947 to 32953
$14–16 million	55	31272	27000	5223	704	22000	49560	29860 to 32683
$16–18 million	117	26900	24500	4606	426	20000	48000	2556 to 27243
Over $18 million	339	34646	31689	8824	479	19000	95014	33703 to 35588
Total	1312	30280	29340	6834	189	14040	95014	29910 to 30650

Residential Child Care Workers (Tables 76–81)

Staff, other than nurses, whose primary responsibility is the daily care and supervision of children living in a residential facility.

Table 76. Residential Child Care Workers Annual Base Salary by CWLA Member Agency Type

Agency Type	Agencies	Salaries	Mean	Median	Standard Deviation	Standard Error	Minimum	Maximum	95% Conf. Int. for Mean
State Public	6	1898	33955	33120	6362	146	13140	63900	33669 to 34242
Local Public	10	363	28691	29105	4786	251	15538	49192	28197 to 29185
Voluntary	188	9389	21834	21500	3684	38	7127	48000	21760 to 21909

Table 77. Residential Child Care Workers Annual Base Salary by CWLA Member Region (State Public Agencies Only)

CWLA Region	Salaries	Mean	Median	Standard Deviation	Standard Error	Minimum	Maximum	95% Conf. Int. for Mean
Mid-Atlantic	135	*	*	*	*	*	*	*
Mid-West	453	*	*	*	*	*	*	*
New England	0	*	*	*	*	*	*	*
Southern	1246	37749	40602	4268	121	13140	63900	37512 to 37986
Western	64	*	*	*	*	*	*	*
Total	1898	33955	33120	6362	146	13140	63900	33669 to 34242

Table 78. Residential Child Care Workers Annual Base Salary by CWLA Member Region (Local Public Agencies Only)

CWLA Region	Salaries	Mean	Median	Standard Deviation	Standard Error	Minimum	Maximum	95% Conf. Int. for Mean
Mid-Atlantic	0	.	.	.	.	.	.	.
Mid-West	96	22326	21971	2135	218	15538	29389	21893 to 22758
New England	0	.	.	.	.	.	.	.
Southern	144	28606	29105	1982	165	16566	40558	28279 to 28932
Western	123	33759	33289	1427	129	25142	49192	33504 to 34014
Total	363	28691	29105	4786	251	15538	49192	28197 to 29185

Table 79. Residential Child Care Workers Annual Base Salary by CWLA Member Region (Voluntary Agencies Only)

CWLA Region	Salaries	Mean	Median	Standard Deviation	Standard Error	Minimum	Maximum	95% Conf. Int. for Mean
Mid-Atlantic	2620	23734	23000	3359	66	15600	44500	23606 to 23863
Mid-West	1927	21304	21144	2968	68	11809	38500	21172 to 21437
New England	1268	21387	20500	3006	84	14832	48000	21221 to 21553
Southern	1574	19174	17732	3382	85	10712	36764	19006 to 19341
Western	2000	22234	21247	3858	86	7127	47881	22065 to 22403
Total	9389	21834	21500	3684	38	7127	48000	21760 to 21909

Table 80. Residential Child Care Workers Annual Base Salary by Selected States (Voluntary Agencies Only)

State	Salaries	Mean	Median	Standard Deviation	Standard Error	Minimum	Maximum	95% Conf. Int. for Mean
California	1329	23878	22750	3201	88	7127	47881	23706 to 24050
Illinois	353	22010	21851	1033	55	11809	31366	21901 to 22118
Massachusetts	875	20206	20010	1890	64	15600	44500	20081 to 20331
New York	2265	23608	23023	2962	62	14832	40435	23486 to 23730
Ohio	284	20551	21144	2795	166	12000	31891	20225 to 20877
Pennsylvania	216	21180	20585	2897	197	14560	29744	20791 to 21568

Table 81. Residential Child Care Workers Annual Base Salary by FY98 Agency Income (Voluntary Agencies Only)

Agency Income	Salaries	Mean	Median	Standard Deviation	Standard Error	Minimum	Maximum	95% Conf. Int. for Mean
Under $1 million	55	17582	17732	2620	353	10712	22000	16874 to 18290
$1–2 million	249	18868	18640	3498	222	10712	30420	18431 to 19304
$2–4 million	766	19741	20000	3110	112	12000	44500	19520 to 19961
$4–6 million	1418	21703	20800	3808	101	12730	48000	21505 to 21902
$6–8 million	1123	20859	20540	2456	73	12280	36680	20944 to 21385
$8–10 million	1010	21165	20254	3571	112	14800	36764	20944 to 21385
$10–12 million	440	20513	19364	2148	102	13729	32000	20312 to 20714
$12–14 million	517	22814	19999	4257	187	15000	38500	22447 to 23182
$14–16 million	347	21168	20500	1927	103	15000	29744	20965 to 21372
$16–18 million	698	19714	17000	3248	123	15000	38934	19472 to 19555
Over $18 million	2657	24035	23023	3217	62	7127	47881	23912 to 24157
Total	9280	21783	21450	3655	38	7127	48000	21709 to 21858

Residential Education Directors (Tables 82–87)

Persons, other than the Chief Executive Officer, responsible for planning and administering the educational program of a residential center and supervising teachers.

Table 82. Residential Education Directors Annual Base Salary by CWLA Member Agency Type

Agency Type	Agencies	Salaries	Mean	Median	Standard Deviation	Standard Error	Minimum	Maximum	95% Conf. Int. for Mean
State Public	4	13	51289	53010	9078	2518	30060	67858	45804 to 56775
Local Public	4	4	38431	37042	10356	5178	27651	57036	21952 to 54910
Voluntary	88	126	40850	39043	14431	1286	18000	86000	38305 to 43394

Table 83. Residential Education Directors Annual Base Salary by CWLA Member Region (Voluntary Agencies Only)

CWLA Region	Salaries	Mean	Median	Standard Deviation	Standard Error	Minimum	Maximum	95% Conf. Int. for Mean
Mid-Atlantic	22	54275	53850	13924	2969	26000	86000	48102 to 60449
Mid-West	26	39323	38340	11939	2341	23500	75000	34501 to 44145
New England	38	35248	32545	14634	2374	18000	69795	30437 to 40058
Southern	22	37308	38375	9493	2024	18000	56077	33099 to 41517
Western	18	42801	39152	13324	3141	23795	73000	36175 to 49427
Total	126	40850	39043	14431	1286	18000	86000	38305 to 43394

Table 84. Residential Education Directors Annual Base Salary by Selected States (Voluntary Agencies Only)

State	Salaries	Mean	Median	Standard Deviation	Standard Error	Minimum	Maximum	95% Conf. Int. for Mean
California	10	51598	49000	14795	4679	30000	75000	41015 to 62182
Illinois	3	52199	60800	15769	9104	34000	61797	13027 to 91371
Massachusetts	32	31819	27473	11612	2053	18000	69300	27632 to 36006
New York	13	57666	55700	13077	3627	35000	86000	49763 to 65568
Ohio	4	35702	33000	7205	3603	28000	54085	24237 to 47167
Pennsylvania	4	48320	52070	17093	8546	27000	72000	21122 to 75519

Table 85. Residential Education Directors Annual Base Salary by FY98 Agency Income (Voluntary Agencies Only)

Agency Income	Salaries	Mean	Median	Standard Deviation	Standard Error	Minimum	Maximum	95% Conf. Int. for Mean
Under $1 million	3	28040	27000	2481	1433	26000	30872	21876 to 34204
$1–2 million	5	36151	39955	6998	3129	24000	40500	27462 to 44840
$2–4 million	30	27730	22400	7553	1379	18000	44000	24910 to 30551
$4–6 million	21	42324	42932	11780	2571	23500	71790	36962 to 47686
$6–8 million	19	47589	44290	10526	2415	28300	73000	42515 to 52662
$8–10 million	12	52260	48990	13012	3756	23411	77983	43992 to 60527
$10–12 million	6	32510	28516	8824	3603	24803	44000	23249 to 41771
$12–14 million	4	42107	41035	2946	1473	38000	54085	37419 to 46796
$14–16 million	8	42535	34000	12934	4573	28000	72000	31722 to 53348
$16–18 million	2	63500	63500	16263	11500	52000	75000	-82621 to 209621
Over $18 million	13	51393	55700	17059	4731	29862	86000	41084 to 61701
Total	123	40778	39336	14313	1291	18000	86000	38224 to 43333

Child Day Care Program Personnel

Education Directors in a Child Day Care Center (Tables 86–89)

Persons responsible for program philosophy and curriculum and/or the supervision of teaching staff.

Table 86. Education Directors in a Child Day Care Center Annual Base Salary by CWLA Member Agency Type

Agency Type	Agencies	Salaries	Mean	Median	Standard Deviation	Standard Error	Minimum	Maximum	95% Conf. Int. for Mean
State Public	0	0	*	*	*	*	*	*	*
Local Public	3	4	34157	35641	3599	1800	22755	48526	28429 to 39884
Voluntary	72	161	37190	37109	9539	752	16000	82725	35705 to 38674

Table 87. Education Directors in a Child Day Care Center Annual Base Salary by CWLA Member Region (Voluntary Agencies Only)

CWLA Region	Salaries	Mean	Median	Standard Deviation	Standard Error	Minimum	Maximum	95% Conf. Int. for Mean
Mid-Atlantic	44	38591	37287	11294	1703	23205	82725	35157 to 42025
Mid-West	38	36011	37109	8160	1323	20000	64383	33329 to 38693
New England	39	38853	37650	7108	1138	22000	67500	36549 to 41157
Southern	24	30821	29184	8020	1637	16000	57500	27434 to 34207
Western	16	41634	42948	10564	2641	24153	65458	36005 to 47263
Total	161	37190	37109	9539	752	16000	82725	35705 to 38674

Table 88. Education Directors in a Child Day Care Center Annual Base Salary by Selected States (Voluntary Agencies Only)

State	Salaries	Mean	Median	Standard Deviation	Standard Error	Minimum	Maximum	95% Conf. Int. for Mean
California	9	40391	33500	14139	4713	24153	65458	29523 to 51259
Illinois	15	41036	38038	8318	2148	23244	64383	36430 to 45643
Massachusetts	35	39882	39500	6503	1099	25875	67500	37648 to 42116
New York	24	41210	36780	12275	2506	24000	82725	36027 to 46393
Ohio	5	22350	21500	2814	1259	20000	27248	18855 to 25844
Pennsylvania	17	34614	37795	7132	1730	23205	53000	30947 to 38281

Table 89. Education Directors in a Child Day Care Center Annual Base Salary by FY98 Agency Income (Voluntary Agencies Only)

Agency Income	Salaries	Mean	Median	Standard Deviation	Standard Error	Minimum	Maximum	95% Conf. Int. for Mean
Under $1 million	11	36500	39500	6675	2012	16000	46000	32016 to 40984
$1–2 million	3	31884	35750	6696	3866	24153	42500	15252 to 48517
$2–4 million	19	29755	26000	8165	1873	20000	54000	25820 to 33690
$4–6 million	31	41218	37795	11717	2104	25875	82725	36920 to 45516
$6–8 million	26	34786	37650	9059	1777	18408	57500	31128 to 38445
$8–10 million	17	40473	42300	6845	1660	20145	58000	36953 to 43992
$10–12 million	6	36561	30401	11475	4684	23112	54700	24519 to 48603
$12–14 million	3	30737	24455	10880	6282	22000	43300	3709 to 57764
$14–16 million	15	38245	37109	2998	774	28000	47088	36584 to 39905
$16–18 million	2	49839	49839	22089	15619	34220	65458	-148619 to 248297
Over $18 million	28	38209	38038	8444	1596	20000	64383	34935 to 41484
Total	161	37190	37109	9539	752	16000	82725	35705 to 38674

Lead Teachers in a Child Day Care Center (Tables 90–93)

Staff responsible for the daily program planning and activities for one or more assigned groups of children in the center and for supervision of assistant teachers and teacher aides.

Table 90. Lead Teachers in a Child Day Care Center Annual Base Salary by CWLA Member Agency Type

Agency Type	Agencies	Salaries	Mean	Median	Standard Deviation	Standard Error	Minimum	Maximum	95% Conf. Int. for Mean
State Public	0	0	.	.	.	.	.	.	.
Local Public	2	15	25601	25626	52	13	19968	31283	25572 to 25629
Voluntary	60	462	23718	22900	5412	252	12228	60000	23223 to 24213

Table 91. Lead Teachers in a Child Day Care Center Annual Base Salary by CWLA Member Region (Voluntary Agencies Only)

CWLA Region	Salaries	Mean	Median	Standard Deviation	Standard Error	Minimum	Maximum	95% Conf. Int. for Mean
Mid-Atlantic	126	25066	22900	6299	561	13500	60000	23956 to 26177
Mid-West	85	21840	23379	2670	290	14560	31678	21264 to 22416
New England	117	23293	22188	2210	204	15000	36000	22888 to 23697
Southern	107	23548	21161	6982	675	12228	40000	22210 to 24887
Western	27	25850	21000	7683	1479	17000	44200	22811 to 28889
Total	462	23718	22900	5412	252	12228	60000	23223 to 24213

Table 92. Lead Teachers in a Child Day Care Center Annual Base Salary by Selected States (Voluntary Agencies Only)

State	Salaries	Mean	Median	Standard Deviation	Standard Error	Minimum	Maximum	95% Conf. Int. for Mean
California	14	25262	27877	6092	1628	18000	40000	21744 to 28779
Illinois	41	23698	23379	1322	207	15080	31678	23281 to 24116
Massachusetts	107	22976	22188	2001	193	15000	36000	22593 to 23360
New York	66	27650	27070	6591	811	13500	60000	26030 to 29271
Ohio	23	18582	18699	563	117	14560	22838	18338 to 18825
Pennsylvania	50	22046	22900	1762	249	16403	27500	21545 to 22547

Table 93. Lead Teachers in a Child Day Care Center Annual Base Salary by FY98 Agency Income (Voluntary Agencies Only)

Agency Income	Salaries	Mean	Median	Standard Deviation	Standard Error	Minimum	Maximum	95% Conf. Int. for Mean
Under $1 million	31	23968	24200	1293	232	17000	28200	23493 to 24442
$1–2 million	13	21373	20880	2748	762	18000	29000	19713 to 23034
$2–4 million	57	20718	21000	1635	217	15000	30000	20285 to 21152
$4–6 million	85	24918	29000	5328	578	17680	58830	23768 to 26067
$6–8 million	98	21564	22188	3477	351	14560	40000	20866 to 22261
$8–10 million	67	29752	31000	6519	796	13500	60000	28162 to 31342
$10–12 million	8	*	*	*	*	*	*	*
$12–14 million	0	*	*	*	*	*	*	*
$14–16 million	0	*	*	*	*	*	*	*
$16–18 million	1	*	*	*	*	*	*	*
Over $18 million	102	22986	23379	5551	550	12228	33000	21896 to 24077
Total	462	23718	22900	5412	252	12228	60000	23223 to 24213

Teachers in a Child Day Care Center (Tables 94–97)

Persons under the direction of Educational Director or Lead Teacher(s) responsible for implementing daily program activities for an assigned group of children in the center.

Table 94. Teachers in a Child Day Care Center Annual Base Salary by CWLA Member Agency Type

Agency Type	Agencies	Salaries	Mean	Median	Standard Deviation	Standard Error	Minimum	Maximum	95% Conf. Int. for Mean
State Public	0	0	·	·	·	·	·	·	·
Local Public	2	28	21272	21049	818	155	16556	28193	20955 to 21589
Voluntary	78	1070	21141	20108	7027	215	10395	57000	20719 to 21562

Table 95. Teachers in a Child Day Care Center Annual Base Salary by CWLA Member Region (Voluntary Agencies Only)

CWLA Region	Salaries	Mean	Median	Standard Deviation	Standard Error	Minimum	Maximum	95% Conf. Int. for Mean
Mid-Atlantic	247	22559	19877	10441	665	12272	57000	21251 to 23868
Mid-West	258	21427	20307	5949	370	12084	52000	20698 to 22157
New England	255	21008	19950	3428	215	12340	33000	20585 to 21431
Southern	205	17119	15100	4633	324	10395	30000	16480 to 17757
Western	105	25277	24675	6103	596	14560	41808	24096 to 26458
Total	1070	21141	20108	7027	215	10395	57000	20719 to 21562

Table 96. Teachers in a Child Day Care Center Annual Base Salary by Selected States (Voluntary Agencies Only)

State	Salaries	Mean	Median	Standard Deviation	Standard Error	Minimum	Maximum	95% Conf. Int. for Mean
California	80	28549	24944	9071	1014	14560	52000	26530 to 30567
Illinois	72	20656	20530	3864	455	12084	32559	19748 to 21564
Massachusetts	238	21260	19950	3406	221	12340	33000	20825 to 21695
New York	120	26571	20108	11460	1046	12727	57000	24499 to 28642
Ohio	1	*	*	*	*	*	*	*
Pennsylvania	97	15701	15250	883	90	12376	20987	15523 to 15879

Table 97. Teachers in a Child Day Care Center Annual Base Salary by FY98 Agency Income (Voluntary Agencies Only)

Agency Income	Salaries	Mean	Median	Standard Deviation	Standard Error	Minimum	Maximum	95% Conf. Int. for Mean
Under $1 million	70	19626	19950	800	96	15600	24100	19435 to 19817
$1–2 million	27	17258	15992	3118	600	12340	32500	16025 to 18492
$2–4 million	99	16422	17329	1933	194	10550	26000	16036 to 16807
$4–6 million	198	21830	19976	7310	520	12500	55440	20806 to 22855
$6–8 million	171	17162	16000	3825	292	12272	32904	16584 to 17739
$8–10 million	164	27548	25000	8455	660	13000	57000	26244 to 28851
$10–12 million	19	19109	14560	8837	2027	13520	40600	14849 to 23368
$12–14 million	13	20267	16809	4553	1263	13858	28700	17516 to 23018
$14–16 million	101	*	*	*	*	*	*	*
$16–18 million	38	35427	38000	6748	1095	16640	52000	33209 to 37646
Over $18 million	170	19744	20108	4591	352	10395	36108	19049 to 20439
Total	1070	21141	20108	7027	215	10395	57000	20719 to 21562

Other Personnel

Research Staff (includes Management Information Systems, Quality Assurance, Quality Improvement, or Evaluation Staff) with Doctorate (Tables 98–101)

Agency employees with a Ph.D. or other doctorate, responsible for the conducting of surveys, field experiments, program evaluations, and other data collection efforts.

Table 98. Research Staff with Doctorate Annual Base Salary by CWLA Member Agency Type

Agency Type	Agencies	Salaries	Mean	Median	Standard Deviation	Standard Error	Minimum	Maximum	95% Conf. Int. for Mean
State Public	4	27	42901	40888	4926	948	17886	64090	40953 to 44850
Local Public	3	3	65766	64080	8729	5040	52368	84645	44081 to 87451
Voluntary	56	88	41208	41450	19927	2124	95000	97743	36986 to 45430

Table 99. Research Staff with Doctorate Annual Base Salary by CWLA Member Region (Voluntary Agencies Only)

CWLA Region	Salaries	Mean	Median	Standard Deviation	Standard Error	Minimum	Maximum	95% Conf. Int. for Mean
Mid-Atlantic	25	47007	42590	12885	2577	22520	83800	41688 to 52326
Mid-West	26	26818	9500	22123	4339	9500	69133	17883 to 35754
New England	6	47014	44650	7138	2914	39000	56285	39523 to 54505
Southern	15	48592	50238	16745	4324	25223	91728	39319 to 57865
Western	16	46430	38173	20760	5190	20000	97743	35368 to 57492
Total	88	41208	41450	19927	2124	95000	97743	36986 to 45430

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Table 100. Research Staff with Doctorate Annual Base Salary by Selected States (Voluntary Agencies Only)

State	Salaries	Mean	Median	Standard Deviation	Standard Error	Minimum	Maximum	95% Conf. Int. for Mean
California	6	39115	38173	5884	2402	21423	54267	32940 to 45290
Illinois	17	15029	9500	16223	3935	9500	69000	6689 to 23370
Massachusetts	3	50095	55000	9630	5560	39000	56285	26173 to 74017
New York	18	48266	42020	14333	3378	26000	83800	41138 to 55393
Ohio	5	50162	45915	10696	4783	35040	38000	36881 to 63443
Pennsylvania	5	40825	42182	6684	2989	22520	48000	32527 to 49124

Table 101. Research Staff with Doctorate Annual Base Salary by FY98 Agency Income (Voluntary Agencies Only)

Agency Income	Salaries	Mean	Median	Standard Deviation	Standard Error	Minimum	Maximum	95% Conf. Int. for Mean
Under $1 million	2	22612	22612	3693	2612	20000	25223	-10571 to 55794
$1–2 million	7	40714	36000	12473	4714	26000	69000	29179 to 52250
$2–4 million	21	19571	9500	17195	3752	9500	65000	11744 to 27398
$4–6 million	14	45525	42590	16157	4318	27000	91728	36197 to 54854
$6–8 million	10	42854	39751	8593	2717	30036	56000	36707 to 49001
$8–10 million	8	43155	41450	7603	2688	27000	63335	36799 to 49511
$10–12 million	1	-	-	-	-	-	-	-
$12–14 million	4	49802	45915	10993	5497	35040	65980	32310 to 67295
$14–16 million	6	48119	50238	6825	2786	35000	65000	40956 to 55281
$16–18 million	0	-	-	-	-	-	-	-
Over $18 million	13	64696	63156	15993	4436	21423	97743	55032 to 74360
Total	86	41284	41450	20107	2168	9500	97743	36973 to 45595

Research Staff without Doctorate (Tables 102-107)

Agency employees without a doctorate, but responsible for the conducting of surveys, field experiments, program evaluations, and other data collection efforts.

Table 102. Research Staff without Doctorate Annual Base Salary by CWLA Member Agency Type

Agency Type	Agencies	Salaries	Mean	Median	Standard Deviation	Standard Error	Minimum	Maximum	95% Conf. Int. for Mean
State Public	9	457	32322	30500	5396	252	13152	67858	31826 to 32818
Local Public	10	63	45005	40530	7782	980	29770	89393	43045 to 46965
Voluntary	95	181	38556	38098	9933	738	18000	78000	37099 to 40013

Table 103. Research Staff without Doctorate Annual Base Salary by CWLA Member Region (State Public Agencies Only)

CWLA Region	Salaries	Mean	Median	Standard Deviation	Standard Error	Minimum	Maximum	95% Conf. Int. for Mean
Mid-Atlantic	21	*	*	*	*	*	*	*
Mid-West	23	34687	3336	2621	547	22032	46238	33554 to 35821
New England	0	*	*	*	*	*	*	*
Southern	12	32743	32743	4969	1434	21636	51000	29586 to 35900
Western	23	31036	30500	2317	116	13152	56484	30808 to 31263
Total	457	32322	30500	5396	252	13152	56484	31826 to 32818

Table 104. Research Staff without Doctorate Annual Base Salary by CWLA Member Region (Local Public Agencies Only)

CWLA Region	Salaries	Mean	Median	Standard Deviation	Standard Error	Minimum	Maximum	95% Conf. Int. for Mean
Mid-Atlantic	34	41968	40530	6854	1176	34166	89393	39576 to 44360
Mid-West	11	49612	59165	12210	3681	29770	65540	41409 to 57815
New England	0	*	*	*	*	*	*	*
Southern	0	*	*	*	*	*	*	*
Western	18	47927	47628	869	205	40248	60382	47494 to 48359
Total	63	45005	40530	7782	980	29770	89393	43045 to 46965

Table 105. Research Staff without Doctorate Annual Base Salary by CWLA Member Region (Voluntary Agencies Only)

CWLA Region	Salaries	Mean	Median	Standard Deviation	Standard Error	Minimum	Maximum	95% Conf. Int. for Mean
Mid-Atlantic	31	41070	38150	12018	2159	21640	72668	36661 to 45478
Mid-West	57	34638	34250	8460	1121	20000	65000	32393 to 36882
New England	16	40133	41000	5647	1412	25000	54000	37124 to 43142
Southern	40	34005	33000	4613	729	22159	48000	32530 to 35481
Western	37	46725	50000	10139	1667	18000	78000	43344 to 50105
Total	181	38556	38098	9933	738	18000	78000	37099 to 40013

Table 106. Research Staff without Doctorate Annual Base Salary by Selected States (Voluntary Agencies Only)

State	Salaries	Mean	Median	Standard Deviation	Standard Error	Minimum	Maximum	95% Conf. Int. for Mean
California	19	50786	51809	2949	677	38424	65193	49365 to 52208
Illinois	19	36297	39400	7693	1765	22000	54100	32589 to 40005
Massachusetts	13	39808	41000	5950	1650	25000	54000	36212 to 43403
New York	30	41583	38150	10698	2504	23733	72668	37588 to 45578
Ohio	12	36104	34250	8675	2504	21500	65000	30592 to 41616
Pennsylvania	5	39206	39000	12475	5579	23000	56160	23716 to 54695

Table 107. Research Staff without Doctorate Annual Base Salary by FY98 Agency Income (Voluntary Agencies Only)

Agency Income	Salaries	Mean	Median	Standard Deviation	Standard Error	Minimum	Maximum	95% Conf. Int. for Mean
Under $1 million	2	41000	41000	4243	3000	34000	44000	2881 to 79119
$1–2 million	3	35917	36750	3574	2063	32000	39000	27039 to 44794
$2–4 million	16	31674	28500	11226	2806	18000	67000	25693 to 37656
$4–6 million	26	37422	40000	5518	1082	26229	56227	35193 to 39651
$6–8 million	26	38003	37500	7487	1468	25251	54100	34979 to 41027
$8–10 million	10	37015	40620	8660	2739	22000	65000	30820 to 43210
$10–12 million	10	40279	41524	4183	1323	25000	50130	37287 to 43272
$12–14 million	4	27940	28668	4739	2369	21500	33618	20399 to 35480
$14–16 million	16	39863	30238	14731	3683	24459	78000	32013 to 47712
$16–18 million	5	47100	54500	12930	5782	33000	61000	31046 to 63154
Over $18 million	58	40396	39575	10751	1412	22880	72668	37569 to 43223
Total	176	38401	38049	9980	752	18000	78000	36916 to 39886

Chief Financial Officer (Tables 108-111)

Agency employee responsible for approving purchase requests, acquiring computer resources and office equipment, and implementing employee benefits.

Table 108. Chief Financial Officer Annual Base Salary by CWLA Member Agency Type

Agency Type	Agencies	Salaries	Mean	Median	Standard Deviation	Standard Error	Minimum	Maximum	95% Conf. Int. for Mean
State Public	14	14	65671	66284	15467	4134	42728	88819	56741 to 74601
Local Public	22	22	63448	66368	21464	4576	35438	112768	53932 to 72965
Voluntary	229	229	58003	55000	22978	1518	21000	142590	55011 to 60995

Table 109. Chief Financial Officer Annual Base Salary by CWLA Member Region (Voluntary Agencies Only)

CWLA Region	Salaries	Mean	Median	Standard Deviation	Standard Error	Minimum	Maximum	95% Conf. Int. for Mean
Mid-Atlantic	54	69722	68600	22244	3027	35855	130057	63650 to 75793
Mid-West	58	53493	53684	19950	2620	21000	104600	48247 to 58738
New England	36	60742	57781	20603	3434	29800	108000	53771 to 67713
Southern	45	46662	50000	24075	3589	30110	100000	39428 to 53895
Western	36	59133	56229	21666	3609	23000	142590	51805 to 66460
Total	229	58003	55000	22978	1518	21000	142590	55011 to 60995

Table 110. Chief Financial Officer Annual Base Salary by Selected States (Voluntary Agencies Only)

State	Salaries	Mean	Median	Standard Deviation	Standard Error	Minimum	Maximum	95% Conf. Int. for Mean
California	16	61349	60000	12650	3162	40000	90000	54609 to 68090
Illinois	16	52791	50808	24011	6003	28325	104600	39996 to 65585
Massachusetts	23	63228	58561	22492	4690	42500	108000	53502 to 72954
New York	32	78131	80000	22739	4020	40000	130057	69932 to 86329
Ohio	13	49566	51000	20190	5600	28000	78000	37365 to 61766
Pennsylvania	16	61606	54865	18085	4521	35855	100000	51969 to 71243

Table 111. Chief Financial Officer Annual Base Salary by FY98 Agency Income (Voluntary Agencies Only)

Agency Income	Salaries	Mean	Median	Standard Deviation	Standard Error	Minimum	Maximum	95% Conf. Int. for Mean
Under $1 million	7	43786	44000	36752	13823	28000	87500	9963 to 77063
$1–2 million	21	34931	34500	21937	4787	21000	85000	24946 to 44916
$2–4 million	44	47699	47680	12943	1951	31890	88000	43765 to 51634
$4–6 million	48	57467	57000	13248	1912	33855	86000	53620 to 61314
$6–8 million	31	55582	55000	16317	2931	33500	100000	49597 to 61567
$8–10 million	19	67066	67000	16971	3893	43000	104000	58886 to 75245
$10–12 million	11	59508	66123	25613	7723	38088	95000	42302 to 76715
$12–14 million	11	68910	67500	14329	4320	50000	90000	59283 to 78537
$14–16 million	6	76618	75851	28515	11641	47000	110004	46693 to 106542
$16–18 million	7	78143	79000	18828	7116	54000	105000	60730 to 95555
Over $18 million	23	85607	82740	24443	5097	45000	142590	75037 to 96177
Total	228	58258	55000	22703	1504	21000	142590	55295 to 61221

Director of Development (Tables 112–115)

Agency employee responsible for all activities involved in acquiring and monitoring foundation grants, government grants, corporate donations, individual donations, capital campaigns, and donor acquisition and retention.

Table 112. Director of Development Annual Base Salary by CWLA Member Agency Type

Agency Type	Agencies	Salaries	Mean	Median	Standard Deviation	Standard Error	Minimum	Maximum	95% Conf. Int. for Mean
State Public	4	4	54995	55450	6338	3169	47081	62000	44910 to 65081
Local Public	6	6	64957	56120	15841	6467	53041	90006	48332 to 81581
Voluntary	201	201	51306	48000	18002	1270	20618	166400	48801 to 53810

Table 113. Director of Development Annual Base Salary by CWLA Member Region (Voluntary Agencies Only)

CWLA Region	Salaries	Mean	Median	Standard Deviation	Standard Error	Minimum	Maximum	95% Conf. Int. for Mean
Mid-Atlantic	26	61173	53985	25102	4020	35000	166400	53036 to 69310
Mid-West	57	49379	47229	16189	2144	20618	94500	45083 to 53675
New England	39	48046	44500	13233	2595	27000	82800	42701 to 53391
Southern	41	46954	42000	14204	2218	25000	87558	42470 to 51437
Western	38	50994	48721	15318	2485	25000	84996	45959 to 56029
Total	201	51306	48000	18002	1270	20618	166400	48801 to 53810

Table 114. Director of Development Annual Base Salary by Selected States (Voluntary Agencies Only)

State	Salaries	Mean	Median	Standard Deviation	Standard Error	Minimum	Maximum	95% Conf. Int. for Mean
California	17	54600	53148	16026	3887	25000	89000	46360 to 62840
Illinois	18	52692	48750	16564	3904	30000	92761	44454 to 60929
Massachusetts	15	46590	44000	12538	3237	33000	82800	39647 to 53534
New York	22	65274	60775	19394	4135	36378	107206	56675 to 73873
Ohio	10	43127	45490	9948	3146	20618	52000	36010 to 50243
Pennsylvania	11	53069	40200	38506	11610	33000	166400	27201 to 78937

Table 115. Director of Development Annual Base Salary by FY98 Agency Income (Voluntary Agencies Only)

Agency Income	Salaries	Mean	Median	Standard Deviation	Standard Error	Minimum	Maximum	95% Conf. Int. for Mean
Under $1 million	6	44698	38445	19263	7864	19263	30000	24483 to 64914
$1–2 million	19	40922	38065	12373	2839	25000	72000	34958 to 46886
$2–4 million	38	46763	43404	23545	3820	20618	166400	39024 to 54502
$4–6 million	43	47124	43800	13585	2072	25000	81999	42944 to 51305
$6–8 million	28	53412	52993	12509	2364	32573	76600	48561 to 58262
$8–10 million	18	53266	48795	13161	3102	36378	87558	46721 to 59810
$10–12 million	9	58804	54021	14644	4631	40000	85000	48328 to 69280
$12–14 million	9	53359	51170	13361	4454	30000	74300	43089 to 63630
$14–16 million	6	66130	68480	17286	7057	37492	84996	47990 to 84270
$16–18 million	6	70570	73606	27371	11174	40000	107206	41845 to 99294
Over $18 million	18	62867	57500	17061	3412	33500	94500	55825 to 69909
Total	200	51352	48000	18035	1275	20618	166400	48837 to 53867

CWLA's *1999 Salary Study* analyzes salary data for 17 job categories in child welfare by region, agency income, and type of agency (state public, local public, voluntary, and supporting advocate), and describes salary trends in the field since 1981. All salaries are presented with ranges, medians, means, standard deviations, and confidence intervals. The *1999 Salary Study* also offers comparisons of salaries in similar positions among statewide public agencies, local county and city public agencies, and private voluntary agencies. Data pertaining to position vacancies and turnover rates are compared to data reported in CWLA's *1997 Salary Study*.

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